

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE



CHICAGO RAWHIDE'S PRESIDENT EDWARD W. EMERY: "The NAF teaches management to function cooperatively and as a well integrated group of individuals."

MARCH 1949

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On The Cover



AMONG several executives who have been influential in the growth of unity in management in the vast Chicago industrial area is Mr. Edward W. Emery, president of the Chicago Rawhide Manufacturing Company. For several years, even before a management club was developed within his Company, he and his associates in management have given of their time, their ideas, and their resources in the furtherance of that objective.

Today, although the head of his Company at a relatively youthful age and lacking in background the long years in the plant which has characterized the experience of many top executives, he appears nevertheless to have a better understanding of the problems of his first line management team than most.

Mr. Emery was born in Chicago, October 17, 1906, and entered the Chicago Rawhide Manufacturing Company early in 1932, three years after having graduated from Princeton University.

The Chicago Rawhide Manufacturing Company is well acquainted with the name of Emery, since Ed (as he prefers to be called) is the third generation to head the Company. In 1938, Mr. W. H. Emery, Ed's father, died suddenly. Ed, at the age of 32, succeeded his father to the presidency of the Company.

He has been most interested in the community of which Chicago Rawhide is a part, working actively with the Y.M.C.A., the Northwestern University Settlement House, and all organizations which genuinely hold the good of the community as their responsibility.

He has been interested in the National Association of Foremen for many years, actively participating in the first Chicago conference held in 1947. He is proud of the Management Club unit of the Chicago Rawhide Manufacturing Company, maintaining that it offers an opportunity for all of management to become more familiar with one another's outlook on life. He states without equivocation, "there is no other method of accomplishing this difficult task of becoming better acquainted... the NAF teaches management to function cooperatively and as a well-integrated group of individuals."

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MANAGE

MAGAZINE OF MANAGEMENT MEN OF AMERICA

Volume 1

MARCH 1949

Number 7



Irwin Lamp, Editor

John S. Yardley, Director of Public Relations

Paul E. Sterner, Consulting Art Editor

William Levy, Ph.D., Educational Editor

R. F. Monsalvatge, Jr., Editorial Assistant

CONTRIBUTING EDITORS

Fred G. Clark, general chairman, American Economic Foundation, New York; Channing R. Dooley, president and director, Training Within Industry Foundation, Summit, N. J.; L. Clayton Hill, professor of industrial relations, School of B. A., University of Michigan; Harry P. Jeffrey, legal counsel, National Association of Foremen, Dayton; W. J. Mowery, foreman, Columbus Auto Parts Co., Columbus; Richard S. Rimanoczy, educational director, American Economic Foundation, New York; Whiting Williams, counsel employee and customer relations, Cleveland.

ASSOCIATE EDITORS

J. E. Bathurst, Ph.D., Dayton; Hans Bruhn, Louisville; Joseph E. Cox, Dayton; T. A. McCann, Emporium, Pa.; B. W. Messer, Burbank, Calif.; Walter O'Bannon, Jr., Tulsa; John C. Wood, Kalamazoo, Mich.

BUREAU EDITORS

Midwest Bureau: C. C. Akridge, 11 S. La Salle St., Rm. 1232, Chicago 3—Andover 3-6225

West Coast Bureau: Roy Bell, 725 Spring St., Rm. 200, Los Angeles—Tucker 4727

ADVERTISING

Eastern Rep.: J. S. Yardley, New York
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Jean B. Adams, Director

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MANAGE March 1949



We Look At WASHINGTON

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THE legislative pot continues to boil in Washington over the repeal of the Taft-Hartley Act. The contents of the kettle are beginning to jell, and at least two facts have become clear.

First, there is to be no repeal of the Taft-Hartley Act as such with reenactment of the old Wagner Act and then a revision of the law at some future time. On the contrary, it is to be "package legislation", and whatever the final law may be, all action will be taken through one bill.

Next it is becoming equally clear that the bill sent to the Congress by the president will not be enacted into law. The administration stalwarts on Capitol Hill concede this. Indeed, the question has been raised by several sources as to whether the president really wanted such a bill enacted, or whether he sent it to the Congress with his tongue in his cheek to redeem campaign promises, and knowing that it would be good for trading purposes.

On the other hand, it is becoming equally clear that the Taft-Hartley Act as such cannot be retained. In other words, the final measure will be a compromise which perhaps will satisfy no one completely, but will represent some of the provisions desired by all elements.

It might be remarked in passing that this is Democracy in action and represents a healthy political condition. The best interests of all the people are served to greatest advantage when no one group holding a particular point of view is able to completely dominate the legislative scene.

One of the provisions hotly disputed is the proposed return of the Conciliation Service to the Department of Labor. The president requested this in his proposed bill. Mr. Cy Ching, who presently heads this service and who is an administration appointee, appeared before the Senate Labor Committee and opposed this change. Opponents of this suggested change point out that this agency must be independent and neutral if it is to function effectively in its work of conciliating labor and management when a dispute arises. They say that it would be just as logical to place this department under control of the Secretary of Commerce as under the Secretary of Labor, since both departments were created to foster a particular part of our industrial economy. At this writing, the final outcome is in doubt.

Another section under heavy attack is that part of the Taft-Hartley Act which created the office of General Counsel independent of the National Labor Relations Board itself. Under the existing law, the Counsel now determines what cases shall be prosecuted, and the Board then passes upon them. Mr. Robert Denham was called before the Senate Labor Committee as a witness, and was kept on the stand not hours but days. It is obvious that

By

Harry P. Jeffrey

NAF

Legal Counsel



his administration of the office has been unsatisfactory to the present majority, but the real effort seems to be not alone to get rid of the individual, but also to abolish the office. Again the outcome appears to be in doubt.

The fact that the final measure will be a compromise is further proved by the proceedings to date in the Senate Labor Committee. The majority of the Committee had originally ordered that all hearings be closed on February 10. When that day arrived, the only witnesses who had appeared were those called by the administration, and the Committee had not finished with them. There was a log jam of some 30 witnesses who had been scheduled but not heard. Many of these had travelled to Washington and were impatiently warming chairs in the Committee hearing room or in an adjoining waiting room. The hearings attracted large crowds, and evening sessions were held in the large caucus room of the Senate office building, but even so, many spectators stood throughout the evening.

After much wrangling, the Committee agreed to extend the hearings for nine additional hearing days, and was careful to divide the time equally between the majority and minority members of the Committee. The hearings are scheduled to continue until February 23. Whether these hearings will be closed on that date is still a question.

Throughout the Committee hearings, at least up to the middle of February,

very little mention has been made of the sections of the Taft-Hartley Act dealing with foremen and supervisors. Mr. Arthur Goldberg, counsel for the C. I. O., attacked these sections, but otherwise the first half of these hearings has been bare of any reference to these sections. The list of witnesses reveals a number who are likely to deal with these sections in greater detail.

The administration bill made no reference to foremen and supervisors, although of course the outright repeal of the Taft-Hartley Act would carry with it the recognition of foremen's unions by the National Labor Relations Board as the original Wagner Act has been construed. It is difficult to analyze this lack of attention to this very important issue, which is important to management and labor alike. There are several possible explanations. First, is the relatively small number of individuals affected by these sections in comparison with the very large number of rank and file workers affected by the other provisions of the Act. A second possible explanation is the fact that the Wagner Act made no mention of supervisors, and it was not until after the Act had been in effect for almost seven years that any effort was made to claim that organizations of foremen and supervisors had any standing before the N. L. R. B. Since the passage of the Taft-Hartley Act, there is only one strike or work stoppage of record involving a foremen's union.

If you believe that foremen are a part of management, and that the foreman's individual interest is best served by retaining such status rather than through collective bargaining, you may wish to communicate your opinion to Senator Elbert Thomas, the chairman of the Committee, to Senator Robert A. Taft, the ranking minority member of the Committee, and to your own senators and representatives.

The Labor Committee in the House has not yet commenced to hold hearings on a labor bill, but of course the proceedings presently occurring in the Senate will be duplicated in the other body. Best available present opinion indicates that the bill in final form will not be passed and sent to the White House for a matter of weeks, and perhaps even longer.

Fight one more round. When your feet are so tired that you have to shuffle back to the center of the ring, fight one more round. When your arms are so tired that you can hardly lift your hands to come on guard, fight one more round. When your nose is bleeding and your eyes are black and you are so tired that you wish your opponent would crack you one on the jaw and put you to sleep, fight one more round—remembering that the man who always fights one more round is never whipped.—James J. Corbett.

Lots of peace has been made; but the supply is still short.

MANAGE March 1949

Our Contributors

Mr. Charles W. Gay, welding foreman at Climax Engineering Company of Tulsa, Oklahoma gives a foreman's views on management problems and leadership in his article, "Let's Get The Facts . . . And Pass Them On To Our Men."

Charlie Gay has had an exciting early life of travel all over the United States, South America and the Dutch West Indies constructing refineries and pipe lines, specializing in the welding phase. He has rounded out this successful career by settling in Tulsa, his home town, and becoming foreman over welding, heat treat and punch press operations for Climax. He is also in charge of their safety program.

His old wanderlust is gone, but the energy and drive are still with him. He is chairman of the Tulsa Chapter of A. S. M.; chairman of the Membership Committee and "Big Boost" of the Booster foremen for the Tulsa Management Club; president of the Men's Bible Class at Immanuel Baptist Church; president of Climax Engineering Foremen's Club; and owner of the C. Gay and Be Gay Welding Supply Company servicing northeastern Oklahoma.

Meeting his wife, Juanita, is reported to be a gracious and charming experience. His two boys, Chuck Jr., 11, and Tim, 6, are typical, 100 per cent boys.

Altogether the Gays are the personification of the American family willing to work hard and try hard to preserve the American way of life.

Charlie is 36 years of age.

"Glad to have your views, Mr. Gay."

Mr. Earl Bunting who tells us what managements are doing to raise the managerial status of foremen in his article "Key Man On The Team" is widely known and admired among America's leading executives. Since April of last year he has been managing director of The National Association of Manufacturers, many of whose member companies have NAF management clubs within their organizations.

Dr. J. E. Bathurst, whose letter to Mr. Bunting is included with the article, is well known to our readers.

Born July 29, 1893 at Berryville, Illinois, Mr. Bunting supplemented his formal education with courses in engineering and business administration. Subsequently he was to lecture at the University of Oregon. An interest in industrial engineering led to forming the Portland (Oregon) firm of Earl Bunting & Associates, which later established its headquarters in Washington, D. C.

These activities led to his association with O'Sullivan Rubber Corporation, first as director, then as general manager and in 1941 as its president.

Mr. Bunting first became active in NAM in 1945 as vice-chairman of its Distribution Committee. Following other Association work he was elected NAM president in December, 1946.

Mr. Bunting is a strong advocate of

the industrial principle that understanding between management and its employees is a "two-way communication" process.

"We are glad to have your thinking in these pages, Mr. Bunting."

Mr. Charles H. Gallaway, sales manager of Safety Products Division of American Optical Company, is a man whose business it is to know the importance of safety measures and precautions—and he gives us his thinking in "The Eyes Have It . . . In Accident Cost."

Mr. Gallaway was born in Southbridge, Mass.—attended public schools there and in Woodstock, Conn. He also attended sales schools at Northeastern University, Boston, and the State Mutual Life Insurance Company in Worcester.

He joined American Optical in 1914 as office boy, working successively in various departments. He became associated with the sales organization in 1916 and entered the Safety Products Division in 1929, becoming sales manager in 1940.

"Welcome to these pages, Mr. Gallaway—we are glad to have your ideas."

Mr. Harry A. Ehle, who tells of plans for the new television industry particularly as to the service phase in his "A Preview Of Management Planning . . . For The New Television Industry" is chairman, Town Meetings of Radio Technicians, Radio Parts Industry Coordinating Committee. He has been in the radio industry for 17 years—is vice president of International Resistance Company, in Philadelphia, a manufacturer of electronic components. Mr. Ehle is also active in the Radio Manufacturers Association.

"Welcome to MANAGE, Mr. Ehle."

Mr. Walter O'Bannon, Jr., vice president of Walter O'Bannon Company and NAF vice president evaluates NAF services in his article "Dollars And Sense". While we felt he did a thoughtful and thorough job, we leave comment to the membership.

Mr. O'Bannon was born October 2, 1913 in Oklahoma City, attended Stanford University 1931-35, A.B. Degree, and Wharton School, University of Pennsylvania, 1935-37 M.B.A. Degree.

He joined the company founded by his father, and which manufactures oil well pumping equipment, in 1937, since which time he has engaged in various operations of the Company. Became vice president (sales) in 1947.

Mr. O'Bannon's affiliations include American Society for Metals (past president), Chamber of Commerce (member), Y.M.C.A. (director), and Tulsa Management Club (president).

In 1940 he was married to the former Mimi Thomas of Fort Worth. They have two children, Lee and Michael.

Mr. J. C. Baughman, general foreman at Robertshaw-Fulton Controls Company, Youngwood, Pa., comes into these pages because of his address to

(Continued on Page 42)



Lockheed Aircraft's Vice President Hall L. Hibbard who outlined the future of flight before TWA Management Club at Kansas City in January.



Magnavox President Richard A. O'Connor reviews industry developments with members of Magnavox Foremen's Club.



General Motors' Ralph Lee, public relations, as he emphasizes a point during Louisville NAF Conference.

HERE AND THERE . . .



As Douglas Management Club (Douglas Aircraft Co.) is granted NAF charter. New Club President S. M. Newsom accepts charter from NAF Vice President B. W. Messer (right); new club officers



(from left): P. D. Wyman, secretary; D. H. Voss, treasurer; Don Watt, vice president; S. M. Newsom, president. "Welcome to NAF, men!"



Afternoon session at recent Louisville Conference attended by 500 management men. Close-up is of general chairman of the Conference, Philip H. Nolend, president of B. F. Avery & Company.



Congratulations to Sangamo Electric Company, on its "Fiftieth" as Sangamo Club celebrates the anniversary at Springfield, Illinois.

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LET'S GET THE FACTS...AND PASS THEM ON TO OUR MEN

"We Foremen Have Got To Teach The Worker That All Machines, Tools And Devices That Have Increased The Income Of The Human Race Had To Come Out Of Profits."

By Charles W. Gay, Welding Foreman, Climax Engineering Company



Foreman Gay: "We, as foremen, have the obligation to convey to labor that if the free enterprise system dies, they will end up with a socialistic government . . . where no worker quits his job for any purpose. His wife can't buy a loaf of bread except at places where the government specifies for her. No one can start a business of any type except at the direction of the government."

AS members of the family of industry, we have a challenge before us and it certainly is a big one. It is the biggest one we have ever faced. We have been able to engineer to perfection untold articles, but in our relations with workers we have been somewhat of a failure. It has just been in recent years that we have tried to sell the worker on our business programs—for in most of these programs they have not been carried through by the foremen. We foremen have the challenge of convincing labor that through our cooperative efforts we all can obtain the maximum amount of satisfaction from life.

We have in our favor some facts that they are all familiar with. First, and most important is the highest standard of living in the world today—also the millions in foreign lands who would like to migrate to America to enjoy our wealth. This selling program can't be done by the companies or individuals. But it can be done by us as foremen in America through our everyday association with labor.

Pressure and Unity Organizations

Today, we have two types of industrial organizations which have in their power the outcome of this challenge. One group is what I call "pressure organizations" which try to make their employees stomach any policies they want to put in effect. By pressure organization I mean one that starts with the president on down, which thinks

by being dictator-like they can force any type of cooperation they desire from their employees. In this organization no employee is free to have any ideas or human characteristics. I believe this type of organization is headed for failure.

We have the second type of organization, which is the "unity organization." This type of organization is a healthy one. Fortunately, we in the Climax Engineering Company are operating under this system. In the unity organization each employee is treated as a human being with human desires and ambitions. This type organization welcomes any ideas or constructive criticism. They distribute their responsibilities to individuals with freedom, under general policies, to carry them out in their own particular method. I believe that this type of organization is the only one which will survive when the going gets tough.

I call attention to the relations between labor and management in the 1920's. In the 1920's industry had a number of years, and profitable years mind you, to provide leadership for labor, but I believe they muffed their opportunities. Let us stop and analyze this opportunity—or should we say abuse of their opportunity. In those years, industry went all-out for the dollar with little thought of selling their employees on the free enterprise system of business. I believe programs to create cordial understanding between industry and labor must have been very limited. I, personally, doubt

whether industry thought it necessary to sell their employees on loyalty and cooperation for the benefit of all. I am certain there wasn't a healthy atmosphere generally prevailing in those times between industry and labor; and I believe, if industry had provided proper information to their employees in those periods, that we would not have the unrest we find in labor today.

Then, Father Time took the opportunity away from industry. The Government stepped in and provided legislation to protect and help the laboring man, but what happened then was unbelievable. In a short time many of the organizations which the laboring man had created to protect his interest turned into pressure groups to dominate both him and industry. I, personally, do not think that our Government ever expected the legislation on labor to be interpreted the way it has. In recent issues of the READERS DIGEST, I have read two articles written by labor leaders, and I believe labor is getting concerned in some cases about their position. I think some labor leaders are waking up to the fact that our present industrial system has much to offer.

As we all know, there was a time when the majority of the people thought industry was made up of organizations whose purpose was to profit; but today we all know that many people think the exact opposite. We all know that it is utterly impossible for the American people to maintain our high standard of living with-

(Continued on page 40)



"We can do plenty! We have the reins in our hands and we can go right."

MANAGE March 1949

SOMEONE who now holds a very high position once took me off guard at a meeting of industrial managers and asked how many of us treated foremen and supervisors as arms of management.

"How many of you can say with complete truthfulness that your foremen and supervisors are paid like management? Or does this pay stop just as soon as there is a hitch in the delivery of the material to work on?"

My company was off base on that one. But we fixed that up fast.

And another question was: "Who do your employees get their information from about any change in the rate of pay, hours and working conditions? Do they get it first from the foremen? Or from the shop stewards?"

I was caught flat-footed on that one, too. But the company today has an ironclad agreement with the union that no change in the hourly wage, working conditions, or incentive plans are to be announced before the employees' own foreman announces them.

And on a page of our employee magazine we list the directors and the various arms of management—including our foremen—all together.

These are the kind of things that employees are inaugurating—and going beyond. More and more, they recognize that all arms of management must be given the support they need to represent the company.

In many companies, management is devising means to increase the employees' feeling of participation, to lower the barrier between the front office and the rank and file.

"To The Worker, The Foreman Is Management"

In an industrial plant the most direct way to cultivate this sense of participation is through the foremen on the line. It is the foreman who has the day-to-day and the hour-to-hour contact with the men. To the worker, the foreman is management. That is why the Ford Motor Company, for instance, has elevated the status of foremen to where they are actually closer to top management, and thus help bridge the gap between management and worker.

Progressive managers are paying more attention to the selection of foremen. It is true that an employee gets his first and often his most lasting impression of a company through his foreman or supervisor during his first few days on the job. These attitudes are a vital factor in the whole relationship of employee and company.

Participation—how can employees participate in a business? Management is trying to communicate this sense of participation and constantly searching for better ways to keep their employees informed. It may have to vault an obstacle here and there. But with truth on its side, and good foremen interpreting the facts, the management story can be carried over.

This story can concern any number of factors. It can show the employee how his production is directly tied to company sales and earnings, and how

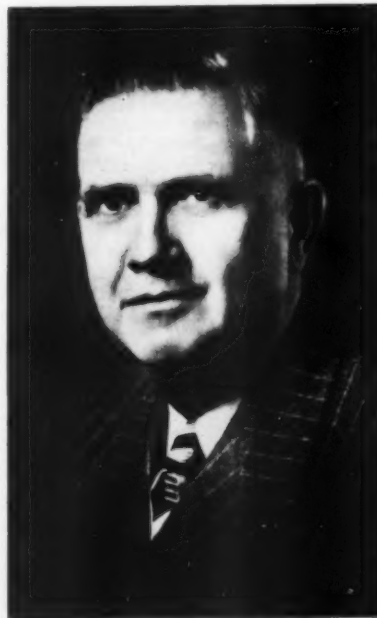
these both are in direct ratio to wages and employee security. It can, in short, make the employee feel he is on the team.

This need for consideration and encouragement is being recognized in the United States Army today. No longer is it the policy of officers dealing with enlisted men to "treat 'em rough and tell 'em nothing." The new attitude is expressed by Major General John M. Devine, who says: "Every man in the Army shares the basic human needs. He needs self-respect, the respect of others, a chance to get ahead."

Industry recognizes that foremen form an important link of communication between the front office and the shop. The mark of a good foreman is his ability to get facts and to use them.

Role In Communications

It is important that employees get the complete company financial picture in terms they can understand. The company which provides full information shows the total of its payrolls, the number of employees, and the earnings which enable it to create more jobs and services. Responsible executives list employees for what they are—the most important asset of the company.



NAM's Bunting: "More and more, they (employers) recognize that all arms of management must be given the support they need to represent the company."

KEY MAN ON THE TEAM

By Earl Bunting, Managing Director, National Association of Manufacturers, and member of Board of Directors, O'Sullivan Rubber Corporation

Telling employees about personnel practices, production, financial and sales policies—types of products manufactured, customers who buy the products, and sales outlook for the products—tends to make their interest in the success of the company more personal. Employees are anxious to know how they can improve their individual status through work, and how productivity and profits are related to wages.

A number of employers have adopted the policy of presenting the facts and figures to employees, and then let them do their own thinking and come to their own conclusions. Employees' understanding of the plant and its operations and their feeling for their employer will be reflected in enlightened public opinion.

In the plant, the supervisor is the key employee for transmitting information about the company's plans and policies, products and processes, reasons for installing new machines, and reasons for research. Managements constantly are developing their supervisory organization to become more effective salesmen of the company's good will, both to employees and to the community.

The role of the foreman in communications was emphasized recently in this bulletin to employers:

1. Give special attention to the needs of foremen, initiating a flow of information between the supervisory level and all other arms of management, covering matters of interest to the foreman himself.
2. Insure that information to employees does not circumvent the foreman, but utilizes to the fullest possible extent his vital importance as a management spokesman. This means discussing plans with foremen and making sure that supervisors are fully acquainted in advance with the purpose and content of all statements from management to employees.

What Some Companies Are Doing

The Aluminum Company of America affords an example of progress made in this field. In most of its plants the company holds weekly conferences conducted by specially trained leaders, representing both horizontal and vertical cross-sections of management. In this way, the company encourages information to flow up, down and across the entire management organization.

In Philadelphia the SKF, Inc., provides two-way communication by enrolling supervisors in the job of re-

NAM Managing Director Gives Manufacturers' Views On Growing Foreman Status — Outlines Practices Already Effectuated. NAF Manager Bathurst Alerts Foremen On Their Part, Warns Against Complacency By Either Foremen Or Executives.

porting how the union contract operates and what new provisions should be considered.

The Hudson Motor Car Company keeps foremen informed about union contracts and negotiations by having them attend the collective bargaining sessions. Detailed minutes of the meetings are circulated to all foremen each day. When the negotiations are completed, a copy of the contract is given to each foreman. Conferences are held prior to the negotiations to give foremen a chance to express their views and to acquaint them with the problems faced by the company.

The Standard Oil Company of New Jersey distributes a monthly bulletin to members of management, starting with the first line of supervision, which sheds light on such matters as corporate dividends, training programs, the company's cost-of-living bonus. The bulletin carries a credit line to the supervisors for maintaining good employee relations.

A semi-monthly newsletter distributed by the Continental Can Company covers such topics as labor relations, profits, accident prevention, seniority policies between contracts, military service and reinstatement, and the consumer's price index.

All of this serves to underline the importance of the foreman and supervisor. He is "anchor man" on the communications team.

We prevent breakdowns of machines and motors because we know the danger signals. A doctor can predict heart conditions and other ailments from symptoms. By the same token, an alert foreman can see when an interruption or bad attitude is developing in his working force. If he senses the trouble, he can prevent a major upheaval, or the loss of good employees, or an increase in costs.

Here an ounce of prevention is always worth its pound of cure.

• • •

NAF MANAGER COMMENTS

February 7, 1949

Mr. Earl Bunting
Managing Director
The National Association of
Manufacturers
New York, N. Y.

My dear Mr. Bunting:

Because your statements carry the weight of much of the manufacturing enterprise of the nation and are of vital

interest to foremen, the editor has asked me to comment on your article concerning the status of foremen.

You have outlined "things that employers are inaugurating" which raise the status and responsibilities of foremen.

But what the supervisor, the foreman himself must do under these conditions is of vital concern to us here. As you know, for years men were selected as foremen because of their aptitude, knowledge, and ability mechanically. The fact that they were given the title of "foreman" proved insufficient, of itself, to make them effective managers: in leadership of men, in planning, in organizing.

I am sure you will agree that today's decision of executive management to increase or re-establish the foreman's prestige and responsibility, of itself, will not render all foremen immediately capable of effectively administering these new responsibilities. Most foremen welcome the passing of the recent era of confusion and uncertainty as to their status. But like most other favorable trends, this one is accompanied by great demands upon him to make ready to discharge these new re-



NAF's Bathurst: "It is hoped that executive management, as it continues to make known its intentions (regarding his status) to the foreman, will at the same time not only remind him of these things which he too must do, but indicate its intention to help him find ways to do them."

sponsibilities. It means that he must find both time and ways to broaden his knowledge, his vision, and his leadership. His off-the-job hours will more and more be required for reading and study—and he will have to *want* to devote himself to these objectives.

We emphasize these facts lest foremen lay themselves open to vocational suicide by a too complacent attitude—by assuming too generally that they are already fully prepared to administer these vitally important functions which have become so very specialized. We also emphasize them lest executive management may assume that foremen will do these things without its very real encouragement and help—or, in instances, even assume that all foremen are fully prepared to administer these new functions. Nothing could be more tragic for both these arms of management.

So far as he is concerned, the foreman is face to face with the time when he must stand up and be counted: whether he will choose to "dig in" and overcome his tendency to side-step the requirements of study and self-development—or whether he will prefer to remain complacent and simply "go fishing." In fairness to him, it must be remembered that the recent years of uncertainty about the foreman's status have been discouraging and confusing to him in deciding what he should do toward self-development.

It is hoped that executive management, as it continues to make known its intentions to the foreman, will at the same time not only remind him of these things which he too must do, but indicate its intention to *help him* find ways to do them. One way which has proven itself is through investment in the philosophy, the service, and the facilities of The National Association of Foremen, developed over the past quarter century. Perhaps its greatest single contribution consists in kindling the *desire* among foremen for self-development. This usually is more difficult for the Company itself to accomplish.

Whatever is done in industry outside the NAF, foremen within its framework will not only be kept advised of management's intentions, but will constantly be kept informed of those things which they themselves must do in order to avoid the tragic mistakes, vocationally, of the past.

Your statements for publication in *MANAGE* are timely and very much appreciated. They are a distinct encouragement in our efforts to make possible a substantially greater contribution from the foreman arm of management in this unrivalled industrial system of ours.

Cordially yours,

THE NATIONAL ASSOCIATION OF
FOREMEN

J. E. Bathurst, Manager.

We'll soon attain that ideal and equal division of labor—one half imposing taxes and the other half paying them.

MANAGE March 1949

THE 'EYES' HAVE IT...IN ACCIDENT COST

"The Foreman Who Works To Eliminate These Causes Of Accidents And By So Doing Improves His Department's 'Net' Is An Ideal Candidate For Advancement In The Eyes Of Higher-Up Management."

By Charles H. Gallaway Sales Manager, Safety Products Division, American Optical Company

A FOREMAN is, in reality, a manager of a business. According to the latest available figures of the National Association of Manufacturers, management invests about \$8,000 in plant and tools per worker on the average in manufacturing industries, to enable the worker to do his job. Thus, if the foreman has 25 men under him he is actually operating a business totaling an investment of \$200,000. If he directs the work of 50 men, he is operating a business with an invested plant of well over a third of a million dollars. Therefore, with an investment of these sizeable proportions to manage the foreman is quite naturally interested in costs and how to reduce them. An important factor in the foreman's job of meeting production quotas, maintaining quality control and showing a profit in his department is the maintenance of safe working conditions, and the enforcement of safety regulations that cut down accident costs. Working cooperatively with his safety director, it clearly is to the foreman's benefit and self interest to see that safety measures are honored in the observance and not the breach.



Mr. Gallaway: "Safety directors know and more and more foremen are becoming aware that when the hidden as well as the obvious costs of eye accidents are considered, eyes are expensive targets."

Sources of Costly Accidents

In the accompanying chart, prepared by the National Safety Council, you can see the sources of costly accidents which can cut the profit of a "foreman's business" to a great degree or even put it in the "red." The causes, most of them subject to control by the foreman are: Unnecessary exposure to danger, unsafe or improper use of equipment, working or moving on dangerous equipment, non-use of personal protective equipment, improper starting or stopping, overloading and poor arranging, making safety devices inoperative, operating at unsafe speed, improper attitude, lack of knowledge or skill, bodily defects, hazardous arrangement or procedure, improper guarding, defective agencies, unsafe dress or apparel, improper illumination and ventilation.

Occupational accidents take a greater toll from profit than is generally realized. According to statistics of the National Safety Council the cost averages about \$40 per worker per year, with \$20 or one-half the cost represented by the immediately visible costs to both workers and industry including wage loss, expense of medical care and overhead cost of compensation insurance. The other \$20 represents the estimated cost per worker of damaged equipment and materials, production slow-downs and time lost by other workers not involved in the accidents. The cost of preventing these accidents is infinitesimal by comparison.

The foreman who works to eliminate these causes of accidents and by so doing improving his department's "net" is an ideal candidate for advancement in the eyes of higher-up management. The foreman who has analyzed the needs of his men, talked them over with the safety director and presented them with detailed, job-by-job facts and recommendations will usually win the support of management.

"Sissy Stuff?"

The foreman, as the man closest to the worker and the production line, is in an unusually advantageous position to see that safety is practised as well as preached. He and the safety director can sell management on the specific protective needs of every individual job but it is the foreman's responsibility as an immediate superior to sell the

worker on the necessity of protecting himself every working second of the hours that he works. An eye accident or other disabling accident to one of his key workers may happen in a split second and disrupt production schedules for hours, days or even weeks.

The lenient foreman is in reality the hardest on his men and on himself when he winks at safety regulations which have proven to be production insurance in plant after plant. He threatens the job security and maintained top income of his men. He threatens his own job security and income if he condones practices which are more costly than operating a machine without ample lubrication or throwing sand into gears.

Also misguided is the super hard-boiled foreman who fortunately is not as prevalent as formerly. He is or was the man who scoffed at safety devices, goggles and clothing for himself and men as "sissy stuff" and prided himself on his toughness or good luck. In many instances he knew little or nothing about accident costs and cared less. If currently active, he has usually learned by experience the costly lesson that accidents can teach.



Welding goggles protect worker's eyes from harmful light rays. Employee is further protected by welding gloves.



Safety cart and trained attendant (center) travel to work areas for servicing safety equipment.



Safety director demonstrates correct fitting of cup goggles which have specially toughened lens. Worker is also wearing a chemical respirator.

Today's foreman is both sympathetic and understanding with his workers and highly accident-cost-minded. As a worker he has seen what a flying particle can do to a naked, unprotected eye. He has seen the stopped machine, the panic, he has felt the sinking feeling in the pit of the stomach that even affected his own output and his fellow workers', he has sensed the lowered morale of the entire shop that lingered for days.

As a graphic contrast, he has also seen what happens when a flying chip hits a *protected eye*—an eye guarded by impact-resistant safety goggles. He

has heard a grateful "Thank Heaven I wore goggles" instead of an agonized outcry, he has seen a proud displaying of the fractured lens by the worker. He has also noted that no time or production has been lost except the time required by the worker to obtain another pair of goggles or replace a lens.

98 Per Cent of Industrial Eye Accidents Can Be Prevented

Safety directors know and more and more foremen are becoming aware that when the hidden as well as the obvious costs of eye accidents are considered, eyes are expensive targets. Even prior

to today's higher costs, typical records indicated that a minor eye injury costs approximately \$15.00 in lost time, idle machine time and medical attention. Today, these costs are considerably higher. The Society for the Prevention of Blindness estimates that 98 per cent of industrial eye accidents can be prevented by safety goggles averaging in cost about \$2.30 per pair. What piece of plant equipment costs so little and returns its cost so many times?

Let us put it another way. The average hourly earning of factory workers in 1949 is estimated at \$1.41, which is

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UNSAFE ACTS AND CAUSES OF PERMANENT DISABILITIES AND DEATHS, BY INDUSTRY

Unsafe Act or Cause	All Industries*		Ma- chinery	Steel	Sheet Metal	Metal Prod- ucts	Non- Ferrous Metals	Chem- ical	Paper & Pulp	Food	Public Utility	Con- struc- tion
	Number	Percent										
UNSAFE ACT												
Total Accidents	3,112	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Unnecessary exposure to danger.....	796	25	25	27	20	21	31	24	31	29	22	30
Unsafe, or improper use of equipment.....	467	15	19	15	21	13	13	11	17	7	12	12
Working on moving or dang. equip.....	428	14	13	15	13	12	9	18	14	19	12	9
Non-use personal protective equip.....	275	9	7	9	6	7	9	7	6	4	20	9
Improper starting or stopping.....	284	9	12	8	3	12	10	9	8	7	9	13
Overloading, poor arranging.....	214	7	7	9	5	4	6	8	10	5	5	9
Making safety devices inoperative.....	157	5	5	1	9	8	4	4	2	4	8	2
Operating at unsafe speed.....	93	3	7	2	3	4	2	3	3	5	2	5
No unsafe act.....	398	13	9	14	20	19	16	16	9	20	10	11
PERSONAL CAUSE												
Total Accidents	4,818	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Improper attitude.....	2,376	50	50	47	56	51	45	50	46	52	54	44
Lack of knowledge or skill.....	1,457	30	34	33	22	26	29	27	35	24	26	34
Bodily defects.....	102	2	1	2	1	2	2	2	3	3	2	4
No personal cause.....	883	18	15	18	21	21	24	21	16	21	18	16
MECHANICAL CAUSE												
Total Accidents	4,818	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Hazardous arrang. or procedure.....	1,634	34	33	41	26	27	36	35	40	28	30	41
Improper guarding.....	1,214	25	22	22	36	24	21	22	28	26	30	18
Defective agencies.....	747	15	14	15	14	16	20	18	16	17	15	21
Unsafe dress or apparel.....	277	6	5	5	6	6	8	5	3	5	8	7
Improper illumin., ventilation.....	32	1	1	1	**	**	**	1	**	2	1	2
No mechanical cause.....	914	19	25	16	18	27	15	19	13	22	16	11
Number of Accidents:												
Unsafe acts.....	3,112	--	564	244	200	187	202	214	208	182	453	187
Personal and mech. causes.....	4,818	--	800	449	285	303	291	355	360	262	707	243

Source: National Safety Council analysis of reports furnished by individual industrial establishments, 1937-41. Classification of cases was made in accordance with the American Standards Association code for compiling industrial accident causes. Larger numbers of reports are available for cause information than for unsafe acts merely because the cause data have been collected for a longer period of time.

* Includes information from industries other than the ten for which detailed information is shown.

** Less than half of one per cent.

A PREVIEW OF MANAGEMENT PLANNING

By Harry A. Ehle, Vice President

EXPERTS and research institutions, professors and big businessmen, politicians and bankers have been worrying for years about the welfare of America's small businessman.

Outfits like the Committee for Economic Development and the Harvard School of Business Administration have contended that without better management policies and research facilities, small business cannot compete with big.

Now, possibly for the first time, something is being done about it. What's more, it's being done by one of the nation's biggest industries—the electronics manufacturing and distributing industry—for some of the nation's smallest businessmen—the radio repairmen. And because it's being done, the American public can be assured of more satisfaction as it spends more millions on television sets.

The program is a national effort to enable the little radio repairmen to operate a profitable and expert business as television supplements radio in the American home.

The radio repairman has been the orphan of the radio business. He has worked in his home or in a little shop

"The Television Repairman—Or Technician As He Likes To Be Called—If He Has His Own Shop Will Probably Have From Ten To Two Hundred Employees. And That Means He Will Have To Be A Good Manager."

around the corner. He may have one or two employees. If he has ten, he's a "big businessman."

He is in business one day and out the next. In a city such as Philadelphia, it is almost a tradition that on the day one of the big radio factories shuts down its assembly line, there are 10,000 new radio repairmen at work in the city. The factory hands try to piece things together by repairing radios until the factory opens up again. All it takes is a pair of pliers, a screw driver, and a voltmeter.

Because Television Is More Complicated

Television is going to change all that—and the industry is determined to speed the change in the interest of the

set owner, the repairman and, of course, the manufacturer, who is selfishly interested in satisfied customers.

There are from five to ten parts in television for every part in a radio. More, television is a high frequency contraption, and difficult to play with.

Most television sets require an elaborate antenna, adjusted carefully to receive the television signal, as it is called, from the telecaster.

And, above all, where the average ear is insensitive and uncritical, the eye cannot be fooled. A television image is good or it is poor—and the customer knows which it is.

Because television is more complicated, the television serviceman in the future is going to have to have more elaborate equipment to test sets and adjust them.

Because the eye is more discriminating than the ear, he is going to have to spend more time learning how to do his job and is going to have to do a better job on television than has been necessary on radio.

The television repairman—or technician, as he likes to be called—if he owns his own shop, will probably have from ten to two hundred employees. And that means he will have to be a good manager.

The skillful technician who is a poor manager will be unable to muster the investment to enter or remain in the business and will have to go hunt up a job in somebody else's shop.

The unskillful worker will be obsolete. The transition is going to be quick, too. It is estimated that within five years there will be as many as 15,000,000 television sets in operation in this country. At that level, the experts say that installation of new sets and maintenance of those already installed will require approximately 105,000,000 manhours of work a year. And that figures out to about 50,000 skilled television technicians (more than the present pool of competent radio technicians)—in addition to the many thousands of men still required to keep in operation the nation's radio sets, which by then will number a staggering 60,000,000, according to best estimates.

Obviously, the technician is going to have to convert his own business as the automobile industry had to convert to making tanks and guns and planes in the last war. And if he is to get on top of television before television gets on top of him, he will need help.



In all American television centers, modern and efficient methods today are paying dividends to television technicians and improving television owners' enjoyment of their new sets.

FOR THE NEW TELEVISION INDUSTRY

International Resistance Company



Mr. Ehle: "The program is a national effort to enable the little radio repairman to operate a profitable and expert business as television supplements radio in the American home."

Comprehensive National Program

He is getting the help in a national program sponsored by the Radio Parts Industry Coordinating Committee, largest member of which is the Radio Manufacturers Association. Others are the Electronic Parts and Equipment Manufacturers, the Sales Managers Club (East), and the West Coast Electronic Manufacturers Association.

The program is educational, free, non-commercial, and industry-wide—the first time the highly competitive electronics industry ever has pulled together on a public service venture of this kind.

The Committee for Economic Development once reported: "The number one problem of small business is management. More failures are due to lack of skill in running the business than to any other single cause. . . . The businessman must know something of buying, selling, production, display, bookkeeping, cost accounting, advertising, and many other things."

"Most businessmen begin their ventures because they have interest or skill in one major phase, usually production or selling. They tend to under-rate or ignore the others. . . ."

"As a first step in broadening his knowledge, a businessman needs some way of drawing on the experience of others. He needs to be able to get the research information that is being gathered . . . and the guidance of experts in such matters as cost accounting, merchandising, and the like. He has a right to expect information to be in understandable layman's language."

"Manufacturers and suppliers, wherever possible, should arrange to make available to their small business customers service and suggestions on credit policies, accounting, merchan-

dising, technical knowledge, research findings, and similar requirements for good management."

This analysis appeared to the manufacturers to make good sense in its application to the needs of the technician. They decided to test its applicability in a three-day guinea-pig meeting in Philadelphia at which they were planning to give technicians from that area a concentrated dose of television technical information.

The technical information—at the work shop level of practical usefulness—they classified as research. Pooling of the leading experienced technical brains of the industry they considered was "drawing on the experience of others."

All that remained was to find businessmen capable of presenting information on "cost accounting, merchandising, and the like—in understandable layman's language."

As a consequence, in Philadelphia in early 1948, almost 1000 technicians (the radio factories weren't shut down) gathered in the Bellevue-Stratford Hotel for the first of what was to become a series of three-day meetings implementing this program.

A banker told how technicians should conduct their business if they expected to borrow money from him. A young CPA did some research in the field and presented a paper about technicians' costs and how to figure 'em. Another CPA described a simple set of books which any radio technician can keep—and by which he can tell whether he's making a profit or not. A creditman told how to collect bills. A large department store public relations man told about public relations—for the little guy. That means not leaving a lighted cigaret on the grand piano. An advertising man who knows small business told how to merchandise your wares—point of sale displays, ads in the neighborhood papers, circulars at the neighborhood doors.

On the research side, a man who had installed antennas told how to climb up on a roof without falling and how to attach bolts to the chimney without ruining the chimney. Another man told how to install the set and attach it to the antenna.

A man from Radio Corporation of America who actually had done it told

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Technician checking television receiver electrical waveforms on an Oscilloscope. Each television receiver produces its own white picture frame or "raster" on which telecast picture is reproduced. Telecast signal carries pulses that modify this white frame with varying shades of gray and black in televised scene. All the electrical pulses that produce the sound and the picture on receiver picture tube must be handled in receiver circuits with exact timing. Test equipment that will be a part of every efficient television service shop enables trained, experienced technicians to restore a repaired receiver to its original efficiency.

NAF Vice President Evaluates The Opportunities, Functions, And Services Of The National Association Of Foreman In Letter To A Fellow Board Member.

DOLLARS AND SENSE

By Walter O'Bannon, Jr., Vice President, Walter O'Bannon Company

Mr. Clarence W. Hume
c/o The Gates Rubber Company
Denver, Colorado

I want to thank you for your letter of December 21 and explain that I have not answered it earlier because of the holidays. I welcome the opportunity which your letter gives me, as I am sure that your problem is not one exclusive to the Rocky Mountain Foremen's Club and that it reflects an attitude prevalent in other NAF clubs, especially the larger ones. The opportunity offered is that of showing why the present dues are such a bargain.

In the main, specific dollar values are a relative thing—a matter of opinion. Please remember that, with the exception of *MANAGE* Magazine, the values I assign are only my opinion and probably too conservative. I also wish to point out the values assigned are on a club basis rather than an individual basis, because NAF's offerings are chiefly in the form of opportunity, and no two individuals can be expected to take the same advantage of a similar offering. For example, two men may go to college; the cost to graduate, we will say, is \$5,000. The actual value of the college education which both received can be strikingly different if one takes full advantage of his opportunity while the other does not. Ten years later, one man may be worth a million dollars while the other is still struggling along to raise a family on \$300 a month.

As explained before, the valuations assigned are my opinion, except for the first which is a matter of fact:

Money Values

MANAGE Magazine. Any average or better man in a profession subscribes to the magazine of his field. Certainly there is no magazine for the foreman or the management man which can hold a candle to *MANAGE*. Even the most skeptical member must admit that *MANAGE* is far superior to the publication previously furnished to NAF members, or to any other business management publication which the average member of NAF would care to read or find interesting. To individual subscribers this cost is \$4.00, but to groups of from 100 to 5000 a price of \$3.50 applies. Using the latter figure and assuming a membership in your

club of 600, here is a specific dollar value of \$2,100.

NAF Speakers and Speakers Directory. Although the NAF has discontinued its staff speakers, it still offers two speakers a year to each club. To the program chairman, the speakers directory is invaluable. I cite the Tulsa Management Club's program for 1948-49 which includes three speakers from the directory in addition to the two NAF speakers, all coming to us at no charge. This service is worth at least \$500 to a club; \$300 for the two free speakers furnished by NAF; \$150 for another free speaker selected from the directory, and \$50 for the aid offered by the directory to the program chairman in selecting other speakers who may have to be paid for.

Film Aids. The comprehensive directory of films is certainly worth \$50 a year to a club even if it selects only one film for presentation. The mere fact that a club does not use the film directory does not reduce its value.



Walter O'Bannon, Jr.: "Can you place a monetary value on what the church is worth to an individual? . . . The biggest values NAF has to offer are intangibles. . . ."

Traveling Library. This is a difficult service to value, since it has unlimited possibilities. Many members do not make use of it, but it is there nevertheless. There is probably no book in the library which costs less than \$2.00 to buy. A rental charge for such books as are available of 50¢ for sixty days usage seems quite reasonable, and if a member kept the book for the full sixty days he could use about six books a year. These are worth \$3 on the previously mentioned rental basis, or \$12 to \$20 if the member purchased them himself. To be real conservative, though, on the basis of 600 members in your club, let's set this value at only \$2 per member or \$1,200 for the club.

Library of Successful Management Training Practices. To put a value on this, let us say that you have during a year six members from different companies who call on NAF for this service. The material loaned to each of them could not be worth less than \$25 each, even if only one idea per member was obtained. Don't you think that a \$150 valuation is quite conservative?

Foreman's Club Manual & Club Officer Training Material. The great good to be received from these each year by the new officers is worth at least \$100 to the club; possibly considerably more when you consider what can happen to a club when its officers are inexperienced and give an amateur performance during their term.

Club Program Aids. It takes more than a good speaker to have a good program, and the use of the suggestions contained in this material will also be worth \$100 to the club through the quality of the programs presented to the members, which results in keeping their interest sustained and their dues paid in again the following year.

Achievement Awards Program. The challenge which this program offers to your club and the opportunity it presents for competing with other clubs is a real shot in the arm. As you know, there is no substitute for competition or for a yardstick to measure progress or accomplishment, and I think this is worth fully \$75 to a club.

Scholarship Program. Here is a program which a club can put on without any help from NAF. However, the idea and the guidance to prevent falling into some of the pitfalls, as well as the encouragement a club receives to sponsor such a program, I feel are worth at least \$50. A successfully operated scholarship program can certainly increase the stature of a club in its community.

Miscellaneous NAF Literature. Included herein, but not limited to them, are such items as "Elements of Supervision," "Conference Leaders Manual on Code of Ethics," and "How to Plan a Regional Conference." This wealth of material, available only to NAF clubs and members, is certainly worth \$200 a year to a club. This service, as

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with most of the others listed above, may not be used by a club, but NAF can only make such things available and try to sell its member clubs on using them. Their usage cannot be enforced, but their availability is still there and has the dollar value.

Investing In The American Future

Investment in our Free Enterprise System through Promotion of NAF Policies and Philosophy. NAF is much more than merely the national organization tying a group of otherwise unconnected management clubs together. It is the symbol of an ideal and a philosophy aimed toward improving the management ranks of our economic system, thereby strengthening that system against the attacks of other doctrines which we know we do not want and which, if they came into power, would take away our most valuable possession, personal freedom. NAF cannot remain static, content to hold its own and service its present clubs. It must grow, spread the gospel, win more and more management men to its unity principles and philosophy as expressed by the Code of Ethics. To do this, it must have what we call its promotion activities, its function of going out and selling to bring in more and more "customers."

Every good NAF member should be not only willing but anxious to make a small contribution each year as an investment to permit NAF to carry out this important promotion function—to pull a figure out of the hat, let's say \$2. It's a small sum to invest annually in the future of ourselves, our children, and the economic system of our country. For your club of 600 members this would amount to a total of some \$1,200.

Now let us total up these services I have listed to see whether your club

these
services
are
available—
their
use is
up to
YOU



is getting back in value the \$2,400 it is paying in dues as well as a whole lot more:

MANAGE Magazine	-----	\$2,100
Speakers and Directory	-----	500
Film Aids	-----	50
Traveling Library	-----	1,200
Library of Management Practices	-----	150
Foremen's Club Manual, etc.	-----	100
Club Program Aids	-----	100
Achievement Award Program	-----	75
Scholarship Program	-----	50

Miscellaneous NAF Literature	-----	200
Investment in our Economic System	-----	1,200
Total	-----	\$5,725

The above total divided by your 600 members is \$9.54 per member. One might attack the values I have assigned by saying that they do not represent an actual cost of the amount shown to NAF. For example, the magazine. No, it does not cost NAF \$3.50 to furnish the magazine to a member, but this kind of thinking is fallacious because we are considering the value to the club and member of NAF services. The magazine is certainly worth \$3.50 in comparison with other publications available.

Intangibles

Most of the services I have listed are material things. The really important things which NAF has to offer to clubs and individuals are its ideals, philosophy, and spirit. Can these really be evaluated? Can you place a monetary value on what the church is worth to an individual? You might be able to evaluate the worth of your wife as a cook, housekeeper, and nurse for your children. Can you say how much her love and devotion are worth to you? The biggest values NAF has to offer are intangibles, and these are hard to get across to the average individual. It is the same problem which worthy charities have—the one who pays never needs or receives the services. So it is with the true NAF member—much of what he pays is for the help and enlightenment of others. Large, strong clubs like yours should be proud of the truly great contribution they

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Training in Code of Ethics, Conference Leadership, and in the NAF management philosophy, not mentioned by Mr. O'Bannon, often adds up to astounding total values to company and participants alike. Here, NAF's Manager of Education Dr. William Levy covers a nice point on Conference Leadership.

MANAGE March 1949

WHAT DOES A NEW PRESIDENT OF A MANAGEMENT CLUB TELL HIS MEN?

Address by J. C. "Jake" Baughman, General Foreman, Robertshaw-Fulton Controls Company

I AM indeed honored to have the privilege of serving as president of the Robertshaw Foremen's Association for the coming year. It isn't going to be an easy assignment to take over the splendid record our retiring president Ralph (Mr. Ralph Kiggins) and his committees have accomplished. But it should be an inspiration to follow such a record as Ralph's and of those that preceded him. It should be the ambition of every president and his staff to exert every possible effort to make a better record than their predecessors in building up the Association. Even with this thought in mind, I feel that if I can equal Ralph's accomplishments and discharge the duties of president as well as he has—and keep the Association at its present high level—I'll have had a term to be proud of. I know that with Ralph's interest in the Association, I can depend on him to assist in every way possible to make this one of the outstanding years.

We have one of the best foreman's clubs in the country. But there is still plenty of room for improvement, and we can bring about some of these improvements—if, the members will lend their support. I think we will all agree that dues paying members alone do not add much to the well-being of any club. So we must further try to stimulate interest in the club and the members, which should bring about a better attendance at our meetings—and in that way perhaps awaken in them a desire to lend their individual support. Sometimes I wonder what benefit a lot of our members derive from just paying dues. I'm sure if I had no more interest in the club than that, it would certainly not mean much to me to be a member.

Reasons For Foreman's Clubs . . . Understand Management Problems

Foremen's clubs in my estimation are organized for several reasons. First to try to have a better understanding of top management problems and policies, and to try to learn how to better carry out these policies to the best advantages of everyone concerned since the foremen are direct representatives between management and labor. This understanding can only be made possible and



Foreman "Jake" Baughman: "I feel sometimes that they, top management, are hesitant in attending club meetings for fear that some may accuse them of wanting to dominate the club, which I'm certain is the least of their thoughts or intentions."

carried out to the highest degree by executive management discussing company problems and policies with its foremen, to make sure that everyone has the same concept of issues that arise from time to time.

The National Association of Foremen has and is promoting every effort to put the foreman in his rightful place with management and the nation, and I think we can appreciate the progress they have made in this direction. I'm confident that so long as we support the NAF they will continue so doing until the time will come when foremen will be recognized as specialists in their

respective fields, rather than just another person in the plant.

The Taft-Hartley Law has stated its definition of a foreman, but I think we know and realize that certain forces are bent on having this law repealed. It is part of a trend which may ruin our present system of free enterprise. If this ever happens we certainly won't have much need for foremen's clubs.

Workers today are different from those of 30 or 40 years ago. The general class of workers are better educated in that they have had more opportunity for schooling than those of former years, but the communistic forces which are amongst us and try to influence our people are equally more intelligent and are being thoroughly coached in their tactics of influencing even the better educated workers to the point where it appears sometimes that both our liberty and free enterprise system are at stake. In regard to this situation, I feel that the foreman, since he spends probably more time than anyone else with the worker, should try to better acquaint himself with all the benefits of our free enterprise system so that he is qualified to offset any advances made by those who would destroy us and our system of government through the medium of the workers. Much of this qualification can be realized through an up and going foreman's club such as we can have right here at Robertshaw's—if we so choose.

Social Value of The Club

Another excellent reason for a foreman's club is its social aspects. Much good is to be had from these social affairs—the getting together on occasions, other than for the discussion of our various problems, after days and weeks of effort to keep up production, or what have you. It is most gratifying to get away from all this and many other disturbing things and be able to relax and leave all our cares behind and enjoy the sociability of those around us whom we may not have seen for weeks around the plant. This relaxation is good for both the soul and body, and I'm sure will help to make a better club—if we participate in its activities.

These things are all very essential and

"The Taft-Hartley Law Has Stated Its Definition Of A Foreman, But I Think We Know And Realize That Certain Forces Are Bent On Having This Law Repealed. It Is Part of a Trend Which May Ruin Our Present System of Free Enterprise. If This Ever Happens We Certainly Won't Have Much Need For Foreman's Clubs."

necessary, but certainly cannot be accomplished by your officers alone—you must realize that they are chosen from the so-called rank and file of the membership, so are in no sense of the word "supermen" and hold no magic to attain these objectives. But I assure you that we will work with untiring effort to bring about these ends. Remember, this is your club, and you only get out of anything whatever you put into it. So unless you are willing to give your whole-hearted support to our efforts, I'm sure your president and committees are not going to accomplish very much. I sincerely solicit your support so that we may continue to move forward and put our club in its rightful place. We have the personnel and talent, and have had the support of management, where needed to carry out projects, so that if we lend our support as we should, we will have the most outstanding club in the area.

We must be willing to offer suggestions and express our desires to the several committees—be open and frank in our discussions of suggested projects; offer constructive criticism; and refrain from destructive criticism among groups in public places, but rather discuss the subject at a designated meeting. I question very much if your



"Workers today are different. . ."

officers and committees will be able to please and satisfy everyone, but I assure you your suggestions will be given due consideration, and we hope that we will be able to please most of you, at least.

Meet As Men

One of the subjects that was very extensively discussed and many views expressed and finally emphasized by the conference leader at the Foreman's Seminar in Dayton last year, was that we insist that all titles be checked at the door at a foremen's club meeting, so that everyone would feel free to give his views on any subject that might come up for discussion concerning the club. If we could do this, I believe it

would stimulate the attendance of our top management members as well as others. I feel sometimes that they, top management, are hesitant in attending the club meetings for fear that some may accuse them of wanting to dominate the club, which I'm certain is the least of their thoughts or intentions. I think I can say without fear of contradiction, that if they could come to our meetings and feel at ease, and be assured that they were just one more of the Tom, Dick, and Harrys with the rest of us, they would attend more regularly for the benefit of the relaxation and the fellowship that can only be had at a foreman's club meeting.

In conclusion, let me leave this thought with you. I'm only your president, and the committees are only club members the same as you and I, and we are all aware of our limitations; so I sincerely ask your support in every way possible so that we can make this another outstanding club year. Certainly you can realize that without your whole-hearted support, we few officers are not going to have much success. I ask you to make this pledge to yourselves, that "I'm going to do everything I can to assist to make 1949 one of the best years of the Robertshaw Foremen's Association".

BROADER VISION FOR BETTER SUPERVISION

TULSA—The above is the theme chosen for the regional conference to be staged by the Tulsa Management Club on Saturday, March 19, in the Mayo Hotel, Tulsa, Oklahoma. Some 250 management men in the immediate area are expected to attend, in addition to the men comprising the Board of Directors of the National Association of Foremen, who will have just completed their quarterly three-day business meeting.

Clyde Bloomfield, Conference general chairman, reports that an exceptional array of speaking talent has been lined up to insure the success of the second such conference programmed by the Tulsa NAF affiliate. Lead-off speaker at the afternoon general session will be Cloyd Steinmetz, director of training for Owens-Corning Fiberglas Corporation, Newark, Ohio, with the subject "These Are My Men—A Foreman's Obligation."

Following this general session, five group conferences will convene, each repeated once so that all registrants can participate in two:

E. F. Butler, public relations director, Maytag Company, Newton, Iowa. "America's Story—A Foreman's Opportunity in His Plant and in His Community."

Lloyd J. Haney, director of industrial relations, Dana Corporation, Toledo, Ohio.

"The Role of the Junior Executive in Labor Relations."

Richard K. Lane, president, Public

Service Company of Oklahoma, Tulsa.

"Common Interests of Labor and Management."

William Levy, manager of education, National Association of Foremen, Dayton.

"Developing Effective Supervisor-Worker Relationships."

Virgil Rowland, staff personnel coordinator, Detroit Edison Company, Detroit.

"How Can We Make Training a Part of Regular Plant Operations?"

The evening banquet will be highlighted by a brief message from the

president of the National Association of Foremen, B. A. Hodapp. The keynote address of the conference will be presented by Charles A. Kothe, labor relations consultant and attorney, Tulsa, his subject being "Management Vision—America's Key to the Future." Wives of registrants are invited to the evening session, and banquet tickets will be available for that purpose.

Wife: "Elmer, I wonder why we can't save money?"

Husband: "That's easy: the neighbors are always doing something we can't afford."



Board of Control members of Yorkville (Ohio) Works Management Club of Wheeling Steel Corporation (left to right): Ralph Brown, Kenneth J. Rees, W. Frank Merkel, Ben T. Roberts, John J. Weinman, vice president; Albert G. Trott, Jr., president; Bernie E. Boyd, treasurer; Thomas H. Marker, Thomas O. Bigelow, John M. McDermott, chairman Booster Committee; J. Thompson Boyd, chairman of Educational Committee; J. Carl Perry, secretary and absent when picture was taken. This is a newly affiliated NAF Club. "Welcome, men!"



Photos by PAA

By WILLIAM RYDER
Pan American World Airways System

AIDED by Dr. William Levy, manager of education of the NAF and educational editor of *MANAGE* Magazine, the PAA Management Club of Pan American World Airways (Latin American Division) launches their ambitious and comprehensive education program with a series of seminars and group discussions the week of January 10 in Miami.

In the words of Bill Saltz, president of the Club: "The kick-off of our extensive education program was very enthusiastically received by the membership which is looking forward to the continuation and expansion of our efforts to make better management men of us all."

The week of stimulating sessions was divided into two parts; afternoon seminars at which Bill Levy presided over

a group of 20 selected participants, and evening discussions groups which were attended by a total of about 300 men.

Conference leadership was the subject of the afternoon meetings and the 20 men who attended were: T. Horan, E. Waring, P. E. Pettijohn, F. C. Martin, S. W. Strama, L. A. Bressler, L. R. Sayre, R. I. Thibert, A. M. Menocal, Jr., A. Whitehouse, Jr., J. H. Harvey, M. H. Dent, J. Miller, F. G. Bennett, R. A. Clapp, D. G. Wolf, T. M. Perry, L. Hall, C. Lindstrom, D. A. Murphy.

At the conclusion of the week's seminars, these 20 men made plans to meet once a week for six weeks to serve as a designing committee to help frame an over-all education program. This small group, representing as it does all the departments of the Latin American Division of Pan American

Airways, is well able to adapt a broad education program to fit the needs of the Company. The training under Dr. Levy was planned to aid them in conducting the management conferences planned for the future.

So much enthusiasm was generated during the week of meetings that the program has shifted into high gear without any difficulty. The Club's Board of Control, aided by the nucleus group of 20 men and an opinion poll of the members will shortly publish the far-reaching program to the entire Club.

Bill Saltz, in commenting on the contents of the program, said: "We do know that the program will consist of two phases. The first concerns immediate needs, that is, problems that are common to all management groups, and whose solution will be of great aid where our company management problems are concerned. The second phase will be a long range approach dealing with management as a profession, and concerning itself with personal training and self-betterment."



Dr. Levy addresses the first of the four nightly education seminars of the PAA Management group, on January 10.



R. A. Clapp, one of the 20 members of the conference leadership seminars, raises an interesting question.



Club President Bill Saltz introduces Dr. William Levy, manager of education, NAF, and educational editor of *MANAGE* Magazine, to the management group at Miami, January 7. Seated left to right: S. Roger Wolin, PAA public relations manager, Latin American Division; Wayne Parrish, editor and publisher of "American Aviation Publications"; Dr. William Levy.



Dr. Levy explains a point in conference leadership to a selected group of 20 PAA Club members at an afternoon session.

Topics for the evening discussions were selected by the afternoon seminars and they included: "Principles of Human Relations . . . Grow or Go . . . How can the supervisor function most effectively? . . . What weaknesses or needs of Management can be remedied by conferences? . . . How can we get sixty minutes out of the hour by our employees? . . . How can we develop more effective communication between various areas of Management? . . . Leadership."

The official opening of the week of discussions took place at the monthly dinner meeting of the Management Club at the Coral Gables Country Club on January 7. At this meeting Bill Levy was introduced to the 250 attending members. Other speakers were: S. Roger Wolin, public relations manager, who introduced Wayne Parrish, editor and publisher of "American Aviation Publications". Mr. Parrish summarized the present situation in commercial aviation. Joe Green, Seminar chairman, explained the arrangement for the launching of the education program the following week.



Membership of the PAA Management Club, at the January 7 meeting, in Miami, listens to Dr. William Levy.



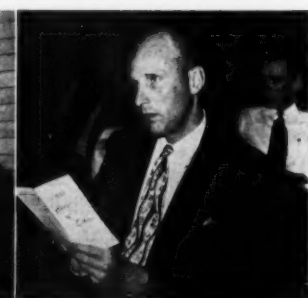
Joe Green, Education Seminar chairman for PAA Management Club, briefs members on the coming weeks' events.



Dr. William Levy addressing members of the PAA Management Club, January 7, in Miami. At his right is Wayne Parrish, editor and publisher of "American Aviation Publications".



Mr. Wayne Parrish, editor and publisher of "American Aviation Publications", addresses the PAA Management Club. He was introduced by S. Roger Wolin (left), PAA public relations manager.



John J. Tigert, member of the Board of Control of the PAA Management group, asks a question at the first group discussion, night of January 10.



Management representatives who participated in NAF Management Unity Seminar at University of Michigan's Rackham Building in Detroit, February 7-11.

DETROIT NAF MANAGEMENT UNITY SEMINAR FOSTERS TEAM SPIRIT

By J. D. Hanasack

Great Lakes Steel Management Club

DETROIT—The 15th NAF Management Unity Seminar was held at the University of Michigan's Rackham Building in Detroit from February 7-11. Eighteen supervisors, representing seven Detroit area firms, participated.

Dr. William Levy, director of education for the National Association of Foremen, was the leader of the Seminar during the five day session.

Addressing the Seminar were two prominent men of industry: Dr. F. G. Barr, vice president, Industrial Relations, National Cash Register Company, Dayton, and Mason Roberts, general manager, Frigidaire Division GMC, also of Dayton.

H. P. Jeffrey, Dayton attorney, spoke on "Legislative Actions and Legal Services Affecting Foremen - Manager Area." Gray E. Miller, Delco Products Division GMC, Dayton, talked to the group about "The Foreman of the Immediate Future."

Following the official opening of the Seminar, Dr. James E. Bathurst, NAF manager, explained the purpose of the Seminar, traced the historical development of foremen, and outlined the structure and function of NAF.

The spirit of NAF was described as a moving force or active philosophy within the organization. Some of its characteristics are:

1. Voluntary cooperation—not force.
2. Creative rather than destructive effort.
3. Teamwork, understanding, and a willingness to work at all sides of a problem.

Dr. Barr, in discussing "The Present Day Foreman Faces Rapidly Changing Personnel Problems," brought out these factors as a means of improving social relationships that work in human relationships.

1. Have patience with people who make mistakes.
2. Have areas of common interest between foremen and workers.
3. You have got to have more respect for each other.
4. One of the greatest mistakes in industrial relations and that of ineffective foremen is that they are not good listeners.
5. Get the facts, and more important, determine how you are going to use them.
6. Develop a sense of humor on the job.
7. Be a "we" man not an "I" man.
8. Be guided by your "admiration" rather than by your "disgusts."

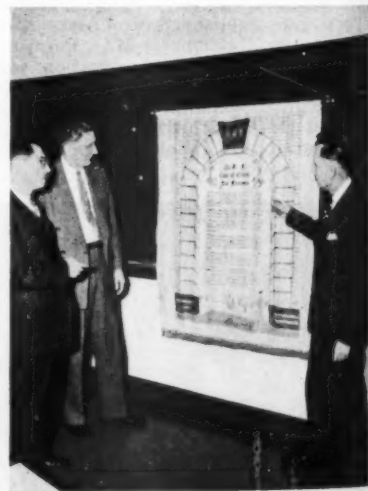
In commenting upon existing legislation, H. P. Jeffrey stated that one important point should be considered: "Legislation, in itself, is a negative

action which may remove obstacles—but will not solve the problems of management as effectively as a positive approach such as the NAF. . . ."

Gray Miller, in concluding his remarks on "The Foreman of the Immediate Future," suggested that a reasonable forecast for the foreman of the immediate future would be the opening of broader opportunities for self-development to meet the broader responsibilities that seem to be in the offing, and which will require the increasing development of greater and greater administrative ability. In particular was stressed the possible major role to be played by the foreman in sustaining and improving the value of the U. S. dollar in the world economy by improving production efficiency—and how this would result in improving the American way of life for himself and his family.

The NAF Code of Ethics was explained by Dr. Levy, who pointed out that "Today, management is in much the same position as the medical profession in 1910. Our colleges provide most of the managerial know how in about two years. These college courses are not standardized, nor is there any specific requirement in the profession of management that these courses be mastered. We learn to be managers by the costly trial-and-error methods of our forefathers and our predecessors on purely a hit-or-miss method. The results are self-evident. Why should we take from 10 to 30 years to learn to become as good a manager as our present managers when the best of all their knowledge could be compiled and compressed in about two, possibly three years of education?"

"I believe heart and soul in the principle of the human touch in management," said Mason Roberts when he spoke before the group on Tuesday, February 8.



Discussing a management problem during the NAF Detroit Seminar in February (from left): Dr. William Levy, NAF director of education; Dr. James E. Bathurst, NAF manager; William E. Landis, Briggs Management Club, Detroit, and NAF director.

In his message he stated: "Some day I hope to see an additional segment of management touch which, to my way of thinking, is sorely needed in all industry. It is just as definite a part of our human relations program as first aid or safety, or any of our educational work. It is to have an industrial chaplain working not only with the sick and injured, but those hundreds and thousands who need spiritual guidance; or, if that sounds too church-like, let's say good moral help."

Advantages of NAF affiliated management clubs were pointed out in a panel discussion in which William Mowery of the Columbus Foremen's Club and William Levy were the participants. Two of the points discussed in considerable detail, namely: the club as a means of unblocking or clearing clogged pipe lines of communication in management; and, as a means of dissolving or eliminating psychological walls or barriers existing in management which increase friction.

On Thursday, February 10, William E. Landis, NAF national director, from the Briggs Management Club of Detroit, participated in a panel which concerned itself with "Diagnosing and Solving Club and NAF problems in the area of Human Relationships." The panel members agreed that some of the forces causing the difficulties and preventing unity were:

1. Clogged pipe lines in management preventing effective communication.
2. Misunderstanding.
3. Pressure-mindedness.
4. Outmoded traditions of company.
5. Flaws in administrative set-up.

The following men from indicated companies were represented in the Seminar: from *Great Lakes Steel*: R. C. Ankeny (Michigan-Stran Division), Kenneth Brady, Raymond O. Brown, Adrian J. Davis, Charles E. S. Eddie, Burton Fischley (Blast Furnace Division), Samuel Horsburgh, Stafford J. Liddle (Michigan-Stran), James Moore, Wendell Tate; from *American Brass*: Conrad Batchelder; from *Briggs Manufacturing*: William Grard, Edward Stencil; from *Detrex Corporation*: H. D. Hamacher, George W. Patterson; from *Timken-Detroit Axle*: Walter Kessler, Felix Laskie; from *Zenith Carburetor*: Cecil Starling.

MANAGE CALENDAR

Mar. 5-6	NAF Bowling Classic.....	Detroit
Mar. 17	NAF Board of Directors	Tulsa
18	Meeting	Tulsa
Mar. 19	NAF Regional Conference.....	Tulsa
Mar. 19	NAF Regional Conference.....	Newark, Ohio
Mar. 21	NAF Management Unity	
thru 25	Seminar	Dayton
Mar. 26	NAF Regional Conference.....	New York
Apr. 2	NAF Regional Conference.....	Chicago
Apr. 29	Southwestern Ohio Personnel Conference	Dayton
June 18	Fourth Annual Regional Industrial Conference jointly sponsored by NAF and Allegheny College	Meadville, Pa.
Sept. 22, 23-24	26th Annual NAF Convention	Detroit

MANAGE March 1949



I can give you a six-word formula for success—"Think Things Through—Then Follow Through."

☆ ☆ ☆

To contrive is nothing! To construct is something! To produce is everything!

☆ ☆ ☆

The best thing we can do for a needy world is to set an example in work and production.

☆ ☆ ☆

We cannot build character and courage by taking away man's initiative and independence.

☆ ☆ ☆

Youth should be educated for enterprise, trained for opportunity, and stimulated by the self-discipline of spiritual development.

☆ ☆ ☆

The danger of living in ivory towers is that those who dwell there are apt to develop ivory domes.

☆ ☆ ☆

The Communistic milk of kindness has a low percentage of Democratic butterfat.

☆ ☆ ☆

When you want to help a fellow human being, it is easier to direct his course by way of encouraging example than by way of devastating criticism.



A note on Abrasives

Better utilization is leading to higher productivity...lower cost



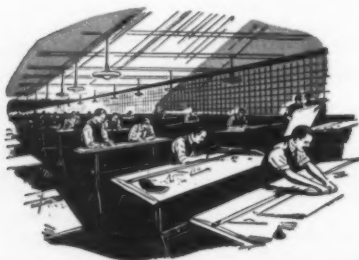
New developments in abrasive uses are being introduced continually. They are offering new production efficiencies and often provide the solution to difficult and complicated problems.

The degree to which these benefits and improvements are realized depends upon obtaining the full value offered by these products. It means utilizing them to best advantage. The best product available will not deliver top performance

under unsuitable conditions. A slight change in grit or splice—or in grade, shape, or speed can often reduce a cost or improve a finish. That is why it is so important to "fit" the abrasive products you use to the job. In the experience of many abrasive users, it is a time and money-saving must.

If you would like to know whether you can use a better abrasive product or get more production or econ-

omy from the abrasive tools you are now using, it's a simple matter to call in CARBORUNDUM. We invite you to get acquainted with our service where similar problems are being worked out every day. Abrasive engineering, technical cooperative assistance, and the vast facilities and experience of the leading name in abrasives are always ready to serve you. The Carborundum Company, Niagara Falls, N. Y.



The only complete line of Abrasive Tools is
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Engineering News

ON ABRASIVE PRODUCTS

Greater Efficiency from New Coated Abrasives

A much higher degree of efficiency is being realized in dry grinding operations on metals. It is credited to the development of a new Resin Industrial Cloth specially designed for use on backstand idlers. This product is particularly effective on operations involving heavy stock removal, sharp contours, high belt speeds, heat sensitive metals, excessive frictional heat, humidity and other complications.

Strength, heat-resistance and backing characteristics provide longer productive life where severe strains are imposed. A remarkable freedom from gumming and loading, together with resistance to grain shedding, produce fine finishes, results in infrequent belt changes. This means stepped up production... longer runs.

To attain the greatest productivity at low cost from Resin Industrial Cloth, attention must be closely centered on its correct selection and utilization. Our field men are fully informed and experienced. It is only logical to ask their advice on your particular application. They will be glad to cooperate.



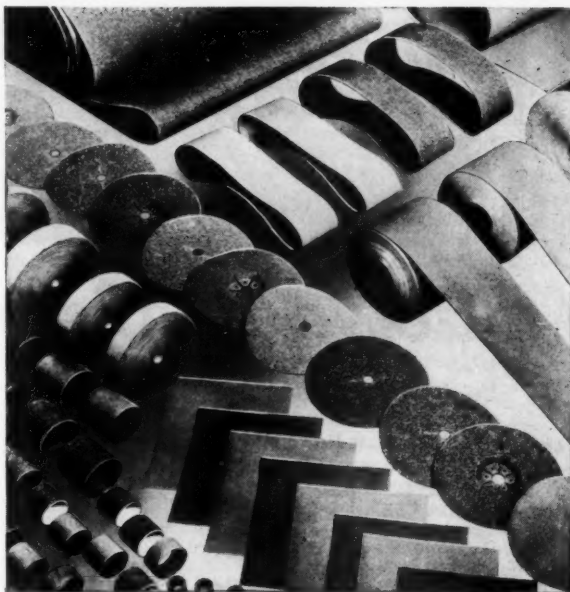
New Development in High Speed Snagging Wheels

B-5 and B-7N are a recent development in ALOXITE aluminum oxide resinoid bond wheels that represent a major advance in high speed snagging. Actual operating experience in foundry, mill, forge and welding shop operations confirms a long list of advantages. A cutting rate as high as 9500 surface feet per minute is maintained continuously throughout the extended life of these wheels; primarily because the tendency to load is much less than with previous wheels of this type. A maximum degree of safety is provided the operator under severe conditions. Speed tests to destruction reveal a much higher mechanical strength while field tests show greatly improved resistance to heat and mechanical shock.



On the less severe applications, the relatively softer bond B-5 provides faster cutting and delivers greater efficiency. The tougher B-7N is more efficient on severe operations and lasts longer. As further proof that this strength and toughness do not detract from grinding efficiency, more than a few operating reports show savings up to 50% realized where correct selection and application has been made. The experience and knowledge that fostered the development of these wheels is available, through our men in the field, in selecting the correct grit and grade to produce such results.

For prompt attention to abrasive problems, call your nearest branch office of The Carborundum Company.

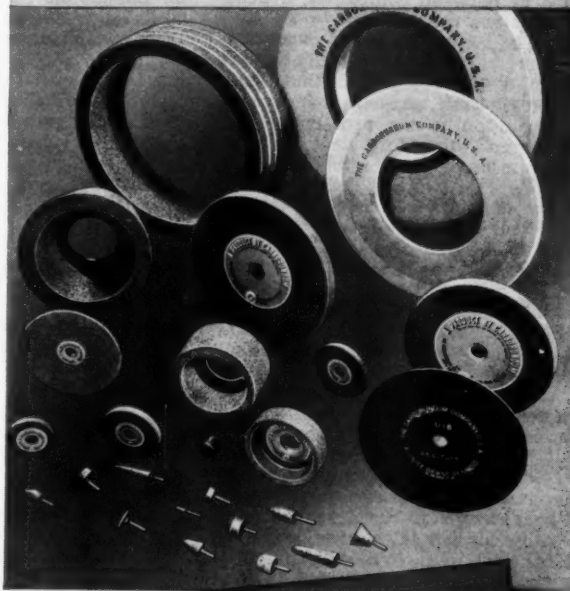


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CARBORUNDUM
TRADE MARK



Fact and Opinion

By The Editor

Foremen and the "Taft-Hartley" Law

Looking back over our experience under the supervisory provision of the "Taft-Hartley" Law, we note these results:

- (1) Foreman unionization lost ground substantially.
- (2) The idea of foreman cooperation and teamwork with other men of management forged ahead. Liberated from resistances forces, NAF membership, for example more than doubled in two years—to more than 39,000; in many companies still unaffiliated with NAF, good progress in management unity is noted.
- (3) While management unity gained generally, the degree of progress varied as between companies, depending upon two main factors:

(a) The extent to which executives, and even more specifically middle management recognized that legislation of itself, presents no permanent solution to the problem of disunity and therefore took positive steps to make it possible for their foremen to function effectively as management as well as aided them to develop greater managerial ability.

(b) The extent to which foremen themselves recognized their opportunity for growth and progress and undertook those steps necessary to further their own development and training as management men and leaders.

In companies where both factors (a) and (b) were operating freely, such progress toward management unity and effective foreman leadership has been made that it will make little difference whether the supervisory provision of the "Taft-Hartley" Law survives the current legislative crisis, insofar as their immediate company situations are concerned and without considering possible surrounding pressures. Their foremen would certainly not consider exchanging their management status for any union status—nor would their executives consider reliance upon legislation alone to insure management unity.

Unfortunately, lack of understanding is often found among many middle executives and foremen, and there remain many companies in which one or the other factor or both require more time to gain headway.

Such complacency as has been noted

has not appeared to be any more pronounced among foremen than among executives. In such instances some executives, once the supervisory provision had been enacted, and usually on advice of staff experts, concluded that the problem of disunity was solved and turned to other matters. Instead, they sorely needed to take effective steps to insure that causes of disunity were cured. Such dependence upon legislation to force management unity upon foremen without curing the causes of disunity is obviously a resort to a pressure method which eventually can have only the most unfortunate results.

Similarly, in many other instances foremen remained complacent—failed to undertake the hard tasks, largely off-the-job in character, which would insure the necessary development of their own managerial ability and leadership. In a few cases the inference has been that "every dog has his day" and this foreman would bide his time until once again he might have an opportunity to gain his ends by pressure through foreman unionization. Still others were simply too lazy to undertake the chores of training and self-development.

In both instances, these executives and foremen alike are deeply indebted to today's and to predecessor managements of superior vision, understanding and inter-management cooperation for their own opportunities—and for what we have here in America today. If these things ever are lost, the blame and the personal loss will weigh heavily upon them.

The NAF for years has ruled out pressure methods in favor of teamwork and cooperation. No NAF management club, for example, can hold its affiliation if it ever should adopt pressure tactics. The time may be here when executive management associations may well consider similar eligibility standards if all management is to preserve its proper status of leadership in American industry.

What, then, should be done about continuance, as a law, of the supervisory provision of the "Taft-Hartley" Act?

Recognizing that the provision does not, of itself, represent a permanent cure of the causes of disunity . . .

Recognizing that repeal of the provision will give the foremen no new freedom—whereas its continuance will

serve to hold in check those forces which would divide, which would lower the status of the very job itself, and which would totally destroy his future opportunities as a management man . . .

Recognizing that the provision has afforded foremen and executives a desirable and much wanted opportunity to work together and develop a better understanding and teamwork without outside interference . . .

Recognizing that these very desirable inter-management relations have in fact developed substantially during continuance of the provision as a statute, with virtually no serious strife or work stoppages . . .

It appears, therefore, that continuance of the provision and the opportunity it affords, both to the foremen and the executive branches of management to further develop a relationship of sound teamwork and cooperation without outside interference, is fully warranted in the interest of a strong and healthy industrial system.

We believe the performance which all branches of management from foremen to chief executives has given in forging this industrial system which is second to none in the world merits this consideration. We believe, further, that, if adequate testimony is accepted by the Congressional Committees from the parties whose interests are directly involved—executives and foremen themselves—there should be no doubt that the Congress will accede to their wishes.

Follansbee Steel's Minstrel Show presented in three communities this winter represents another high-level project in community relations by their Supervisory Club. There were six performances, three matinees and three evening shows: in Toronto, Ohio; Jefferson Township; and Follansbee, W. Va. The three matinees were for high school students only and were free. All the performers except the pit pianist are members of the Club.

The first act of the show was arranged as a regular foremen's club meeting. At the beginning their interlocutor, C. H. Manion, Follansbee Steel vice president in charge of operations, explained to the audiences that "at our regular supervisory meeting we had a business session that was followed by a social session, and that this first act only represented our regular monthly entertainment."

In addition to the fun derived by all their supervisors and the audiences, the affair was a success financially and they now have a substantial amount earmarked for a permanent building fund.

F. J. McKay, assistant director of industrial relations, in commenting said: "It is our opinion that the Foremen's Club and Follansbee Steel received more good will from these three communities, through the Minstrel Show, than any other possible source."

Our congratulations to the Follansbee men. Maybe the boys would be willing to put it on at the Detroit Convention in September.

Sylvania Foremen's Club aims to bring to its members a greater knowledge of industry and how it operates—believes a good way is to see other industries in operation. Its members have made numerous plant tours and in January they visited Republic Steel's plant in Buffalo.

Many other NAF clubs have done the same thing with equally beneficial results in broader knowledge and understanding to their members. But here was a significant result of the Sylvania group's recent visitation. By using good news sense and careful recording of what they saw at Republic Steel, the Club was able to provide their local press at Emporium, Pennsylvania, with a good story which added up to some 18 column inches. This not only benefited the Sylvania Club but must have been appreciated by their hosts, Republic Steel. Did you men send copies of the local news story to your good friends at Republic?

"After eight years of seller's markets, business is moving back into an era of keen competition. Sound employee relations can make a distinct contribution to this competitive effort."

In this statement to Southern California employers, H. C. McClellan, president of the Merchants and Manufacturers Association, keynoted their forthcoming Group Membership Meetings.

Subjects to be discussed include: State and Federal Legislation, Employee Communications, and Selling the American System of Individual Enterprise and Opportunity.

Material to be presented and discussed is intended to serve local employers in developing better employment relations. "We must not lose sight of the fact that what people do and think in connection with their job is important in increasing productivity, lowering costs and expanding services," McClellan declared.

No more truthful words were ever spoken.

The closest management man to those people on the job in American industry is the foreman. We hope that M & M leaders are emphasizing the need to provide foremen with simple, usable data to aid them in talking things over with their men. And we hope that foremen will respond as benefits their strategic position: they are with the men day after day and are

the only branch of management which can effectively promote such objectives.

Once again, however—a word of caution to foremen. Even though many of our leaders continue to speak of the job of selling our American system—don't risk the confidence of your own men by proceeding on the assumption that they are not sold on our system. They will resent it. Most of them have long been sold; just as you and I are. The actual job, if we will analyze it carefully, is to persuade our men that some of the things they are doing or approving are detrimental to our system. If we keep this fact always clearly in mind, we still have a chance to get somewhere with them.

Signs of the times . . . Benjamin Franklin left much for thinking Americans to ponder. For one thing: "If a man empties his purse into his head, no man can take it away from him. An investment in knowledge always pays the best interest." And speaking of education, it was Lord Brougham who said: "Education makes people easy to lead, but difficult to drive; easy to govern but impossible to enslave."

The NAF is above all else an educational association. It is a firm believer in training in industry. Millions of dollars have been spent providing training for people in industry. Unfortunately, much of it has fallen upon untilled ground. Any farmer can tell us we are fools to sow seed upon untilled soil.

The secret behind a truly successful educational or training program in a company has been known to NAF for many years. It is the necessity for creating a desire in people to acquire more knowledge so that it will be received, absorbed; it is recognition of the truth that there must first be an "opening-up" within people before training can take root—the "soil must first be tilled", in other words. Some of the things which need to be done to create this desire in people are so simple, so elemental, that they usually are over-looked. They have not always been given the attention they must have even in some NAF management clubs after months of association. In many others, they have proved their usefulness again and again.

Today, there are so many training and educational projects under way in NAF clubs that it becomes impossible to cover them all in these few pages monthly. But all through the brief club-news stories which appear monthly are references to these projects.

To our attention comes one today—a "Supervisory Management Institute" sponsored by the Foremen's Club of Kalamazoo in cooperation with the Kalamazoo Board of Education and Western Michigan College—five conference subjects each running concurrently for 10 weeks. Let's look at the subjects:

- (1) Problems of Supervision
- (2) Cutting and Controlling Costs
- (3) The Art of Plain Talk

(4) Americanomics (Economics of the American system)

(5) Supervisory Interviewing

The KALAMAZOO GAZETTE indicated its interest in the project by devoting 17 column inches in a lead story on its financial page. Quoting from the story: "The future of the American free enterprise system to a great extent rests in the hands of supervisory management men who have direct and everyday contact with the workers."

Elsewhere in this issue you will note a picture story of the launching of this year's educational program of the management club of the Pan American World Airways System—off to a fine start.

Signs of the times? Yes, foremen in the NAF are "leading American supervisors out of the wilderness of complacency." Considering the opportunities ahead of them—and the responsibilities—these are, indeed, encouraging signs.

The profit which is reinvested in a business may be compared with the seed-corn which a farmer sets aside for future production. In a very real sense, profits represent industry's seed-corn. In a growing nation such as the United States, there is constant need for greater quantities of seed-corn.—Eugene Holman, president, Standard Oil Company (New Jersey) before the "Flanders Committee."

In a free society, the Committee for Economic Development says, people organize to serve their purposes in a way that maximizes individual freedom and minimizes concentration of power.

"Slave Labor" in America . . . From our penetrating Editors Clark and Rimanoczy of The American Economic Foundation, we learn that, while we are a nation of 140 million population, we actually have the equivalent of a 3½ billion of "invisible working population." Here's how—and here's what is important to keep it, they tell us:

The United States is the leader of the world and the hope of the world because, productively speaking, the United States is most of the world.

The reason for this is that the United States has a huge invisible population of workers called horsepower—millions of gangs of mechanical slaves that do not compete with us for food and clothing.

This mechanical worker population has increased more than 100 times in the last hundred years while our human population increased about 6 times.

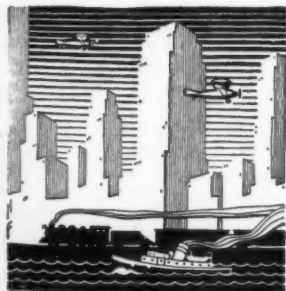
In 1850 we had about 3,200,000 horsepower for our 23,000,000 human population.

Today we have about 325,000,000 horsepower for our 140,000,000 people.

A horsepower is equal to the energy of at least 10 men, which means that we have a working population of about 3,250,000,000.

That is the reason why America is

(Continued on page 42)





DEVELOPING MANAGERS... *Grow or "go".*

"In the business of life, man is the only product. And there is only one direction in which man can possibly develop if he is to make a better living or yield a bigger dividend to himself, to his race, to nature or to God. He must grow in knowledge, wisdom, kindness and understanding."—V. C. Kitchen.

Since the first issue of the magazine last September we carried the by-line "Grow or Go" as part of the main title of "Developing Managers in American Industry." On many occasions while traveling around the country the writer has discussed this concept in talks, conferences and training programs. In response to requests for expressing this theme we are devoting this issue to an explanation and clarification of "Grow or Go."



By
"Bill" Levy
Educational
Editor

"GROW OR GO."

SOME people die at 30 but are not buried until 80. How about you? Are you satisfied with your accomplishments and convinced that you have arrived at your goal? If so, mister, you are in for a terrific shock because frankly, whenever you think you have completed your personal development, what really happened is that you are through—finished. Why? Because in our fast moving industrial world, with its ever changing technological improvements and advancements you have to run like hell to even stand still. Make no mistake about it. You either grow or you go.

The day of the self-satisfied manage-

ment man is definitely over. With due respect and tribute to the man who came into management the hard way in industry—from the machine, the bench or the drafting board—you must take it on yourself to continuously develop and keep ahead of the facts if you intend to stay in the swim. Right now we are setting the stage, stressing the importance and analysing this matter of personal development. Later in the article we'll try to offer some specific suggestions for self-development.

I think one of the most tragic instances I encountered is that where a man practically says, "I have been managing this department for 20 years." In itself that seems fine until further conversation shows that he had made little or no change in his methods of dealing with people or processes since the end of his first year. A more accurate statement on his part would be, "I managed the department for one year and repeated it for 19 years." The behavior patterns of men are very much like the folds in an accordion. When the creases become deep enough, every time you touch off a situation, that all pattern mistakes and all one pops right to the fore. That is unless something vital and critical suggestions as sufficient motivation to develop a divergent or new pattern of action.

What is Real Security?

Few words are used and kicked around as much as security. Every man wants reasonable security in his work. And yet, when we give the matter sufficient thought, we find that a large measure security is a mental attitude or state of mind. One man has a considerable amount of money and constantly feels insecure. Another, with limited funds and a modest income, feels quite confident and secure. Your boss, after a bad cup of coffee in the morning passes you with a scowl on his face and fails to recognize you. Immediately you wonder, "What did I do wrong?" All morning you are troubled and feel insecure. In the afternoon he smiles, says, "Hi, Joe. Glad to see things are going so well," and your whole attitude changes.

Let's get at this security angle a little deeper. Whenever we hear the word security, it immediately conjures a vision of a home and yard, furniture, car, etc. That's as it should be. We all hold these things as one of the first forms of security. If we think longer about it, we begin to consider a second form of security—savings, investments, insurance and those steps we take to provide a cushion for our declining and less productive years. Again we couldn't see that wrong. But when we stop to consider—are these real and permanent forms of security? Your home, your car and your furniture might be burned or otherwise destroyed. Your savings, your investments and your insurance may be lost. I had this fact brought home to me forcibly as a young man during the early thirties when I rushed to a bank to deposit all my savings. I got there at a quarter of three, the bank closed at three and that was the end of my savings. Remember the bank holiday?

Now don't get me wrong, I'm not against savings, home, etc. I merely want to impress on you that there is a third form of security which we too often overlook—*personal development*. If we will take a little of our time and our money and invest it in our own self-development, we have a real security which can not burn down, we can not lose and which no one can take away from us. Funny thing, too, it is the one thing you can't bury. You've got to earn it day in and day out along a well-defined pattern or purpose and once you get it a certain day, you find your horizons have expanded—you need and want more. It's like the stars in the heavens which you can't reach with your hands but use them as guides to work toward your destiny.

The Second Mile

Seven or eight years ago, I read a copy of a talk given by Dr. Wickenden, president of Case School of Applied Science, which contained a concept that always stuck with me. It fits in very well here, so I pass it on to you. He started off with a text from the Sermon on the Mount: "Who-soever shall compel thee to go one mile—go with him twain." This seems like a contradictory remark and yet, let's look at it more closely.

Every job has with it that mile of *compulsory* duties—that round of functions and relationships which you must undergo to hold down the job. This is easy to see and we are all conscious of it. But beyond this first mile there lies a *second mile*—the mile of *voluntary effort* which you go not because you have to but because you want to. It's the mile where men "break a gut" to achieve special excellence—seek self expression in the form of something more than material gain—not because they're getting paid but because it makes them feel right and makes them feel they are contributing to the common good. One of the greatest satisfactions of life comes from travelling the second mile. But you

have to pay the price in time, effort and desire.

You know, maybe we're soft in the head for thinking that management can and should be a profession. I don't think so and in one of the next few issues of *MANAGE* I'm going to elaborate on this thought. Right now I'd rather think of the idea like the Bishop of Seville, who put a piece of parchment in the cornerstone of a cathedral being built in the 16th century. On it was inscribed the following message: "Let us build here a cathedral so magnificent that those who come after us will think us mad for having dared dream of such a thing." But here's an important thing to remember. We can never achieve the dignity or status of a professional group unless we are willing to incorporate the concept of the "second mile."

Moving Forward

All people are, or can be fired with the desire to move forward—as an individual and as a team member. This is true although we cannot lose sight of this fact. *Man for man, we are always equal; title for title, we are never equal.* The area of management most recently removed from the machine, received this recognition since they showed evidence of the skills, knowledges, attitudes and other qualifications of successful managers. This, however, is only the first step in moving forward.

Voluntarily, as management, we must strive to achieve professional development based on courtesy, honor and ethics which guide us in dealing with all men above, beside or below us. It requires an interest in and a sense of responsibility for the welfare of society in general and the advancement of management in particular. It



"Take part in the club educational program"—as here a group of management men in Columbus, Ohio, complete "Code of Ethics" course, are awarded certificates.

means a willingness and an ability to continue learning and growing under self-direction—to retain a broad and open-minded outlook. Regardless of our position in management, learning remains an endless task.

When we know, we owe. We cannot claim our position in management because someone gave us the opportunity until we have experienced the moral glory of opening the door for somebody else—future management.

Suggestions for Self-Development

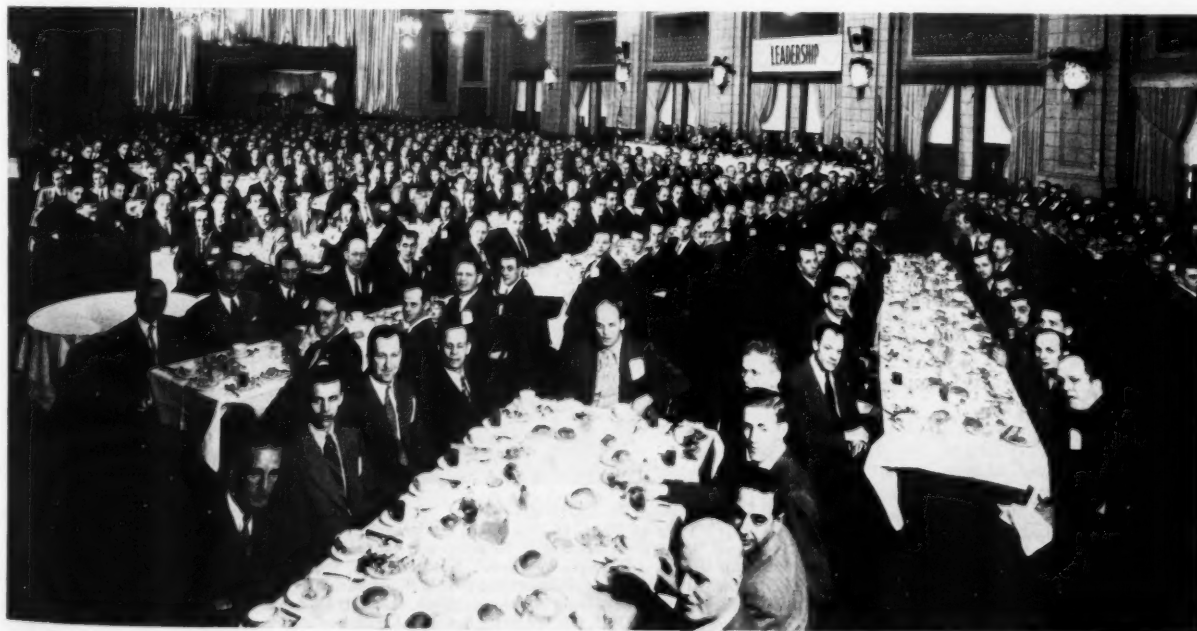
Here are a half dozen suggestions that you might give serious thought to if you are interested in your own self-development:

1. Go to school to everyone you meet.

I have always been impressed with the remark made by Mason Roberts, general manager, Frigidaire, at our Seminars. He said, "Every man is your superior in at least one thing." If you can be open-minded enough to accept this point, you can learn much from your fellow management men, your workers and your family, particularly your children. In one of Shakespeare's plays, the statement is made, "Even fools have lapses into lucidity." You can learn from anyone.

2. Be an active management club member.

(Continued on page 41)



"Attend conventions, conferences, meetings—to share ideas with others." Here, several hundred Louisville area management men attend recent NAF regional conferences.

Men of Management



"MR. JOE" . . . A PROFILE.

ATENTION is often focused on a successful business enterprise by honoring its top executives for their leadership and good management.

The contribution to success made by the men behind the scenes in an organization cannot be underestimated and bears closer examination. They are the wheel horses that bring up the guns. They are the very foundation upon which a mighty organization is built, and it is to them that should go a hearty round of applause and the plaudit "well done!"

Such a man is Mr. Joe.

On the employment record at the Brush Division of the Pittsburgh Plate Glass Company in Baltimore appears the legend: Joseph Aloisius Wieber, assistant foreman; but to his fellow-workers and bosses alike, he is known as Mr. Joe.

Born on February 22, 1883, Mr. Joe lost no time getting started on his career. At the tender age of 12 years, he began as a hair spinner for the William Wilkens Company. His job was to spin horsehair into long hanks, in the manner of yarn, to be used for seat padding in the new horseless carriages of the era.

Mr. Joe was unaware of it at the time, but the experience he gained handling horsehair helped equip him to handle bristle when he began the second stage of his working career. Leaving the William Wilkens Company in June of 1918, Mr. Joe entered the paint brush industry as a beat-out operator in the Finishing Department of the Rennous-Kleine Brush Company, which was later to become the Brush Division of the Pittsburgh Plate Glass Company.

His task was to put finished brushes through a rotary beating machine which removes loose bristle from the brushes. Demonstrating his ability and proving his reliability, he was advanced in position and took over the duties of setting up machines, and assigning and expediting work through his department, with attention to the quality of workmanship.

Through the years, Mr. Joe has been regarded by all who know him as faithful, loyal, and always steady and dependable. He is surely a splendid example of the staunch leader who is always ready to render service.

Others on all levels come and go, but the "Mr. Joes" stand firm as the great middle men of American industry. Upon their shoulders rests much of the load of industry.—James K. Polk.

NAF-ALLEGHENY COLLEGE REGIONAL MEET IN JUNE

MEADVILLE, PA. — As Allegheny College and the regional National Association of Foremen join forces to present the Fourth Annual Industrial Conference June 18, the "new look" in industry will be discussed in speech and panel programs on the theme "Democracy in Industry."

Aware that industry has been undergoing an important change since the advent of collective bargaining on a nation-wide scale, the program is being outlined by Meadville Foremen's Club on the progress made by management in new approaches to problems arising in "getting the work out."

Industry's "new look" isn't hiding

anything. On the other hand, it's a revelation. And the new vistas opened up are pleasant and profitable for both industry and labor.

The "big club" methods of management and labor are headed for a place beside the horse and buggy in the museum of time.

Progress necessitates change. Industry has accepted this necessity, has capitalized on it. Industry has discovered that economic, production, and individual and group relationship problems can best be solved by democratic approaches.

Experience has shown that by taking management's problems out into the shop, talking things over with shop stewards and foremen, then asking for suggestions, has paid good dividends. By letting the men do a little "kibitzing" while management "plays the cards" helps gain the confidence of the men who actually do the work. Once a basis of teamwork is developed, mountains of production and labor problems become much less formidable. Freedom of expression and freedom of action within limits defined by the labor agreement and industry policy will tend to throw off the fetters with which labor and industry could be bound under an undemocratic policy.

The end of the growth of democratic procedures in industry is not in sight. The extension or modification of present procedures can result in benefits not only for the people directly concerned in industry but in the community as well—if all those who take part are fully aware of, and accept wholeheartedly, the accompanying additional responsibilities.

In order that foremen and other



PLAN FOREMAN'S CONFERENCE . . . Meadville (Pa.) Committee Chairmen met in February to plan June 18 industrial conference at Allegheny College, sponsored by the regional National Association of Foremen and the college. J. Fred Jelbart is general chairman for this annual day-long conference. Pictured here, front row (left to right) are committee chairmen: Homer Gage, Registration; Noel R. Arthur, Program; Mr. Jelbart; George P. Evert, president of the Meadville Foreman's Club, and L. Fred Magruder, NAF national director. Back row: John J. Williams, northwest regional member-at-large of the NAF; Howard A. Bish, Publicity; George S. DeArment, Reception; L. H. Gillette, Advisory, and George E. Krohe, Arrangements. Dr. L. J. Long, Attendance, and William Bishop, Finance, were absent.

—Meadville Tribune Photo

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management men in Northwestern Pennsylvania may appreciate fully the significance of the growth of democratic procedures in industry and that they may realize the benefits, and recognize any dangers, which may come of further development along this line, the entire conference will be devoted to the theme indicated.—H. A. Bish.

3RD ANNUAL CHICAGOLAND MANAGEMENT CONFERENCE

CHICAGO—The "I WILL" spirit of Chicago has come to the fore again as management men here announce their Third Annual Chicagoland Management Conference to be held Saturday, April 2, at the Congress Hotel.

Oscar G. Mayer, president of Oscar Mayer & Company, has been selected to act as general chairman with John Shotts of S. Karpen & Bros. Management Club acting as co-chairman.

Theme of the conference will be: "Management Men through Leadership Protect a Free Nation."

Subjects for the six workshops to be held, once before the noon dinner and again immediately after dinner, will be:

Developing Management Men through Education.

Personnel Relations—A New Outlook.

What's Your Role in Government? Management Men Are Good Advertisers.

Competition Stimulates Good Management.

International Affairs—How Will It Affect Management.

Competent leaders well versed in the subjects listed will conduct the consultation and discussions.

These workshops or sectional conferences are always the highlights of every conference, for it is here that any member may express himself.

Expectations are that a turnout of 750 to 800 management men will fill the Gold Room of the Congress. Most NAF Clubs in the Chicago area have members serving on the various committees.

This announcement is also intended as an invitation to all affiliated clubs in Zone C which may be within traveling distance of Chicago.—J. Turek.

TWA CLUB LEARNS ABOUT FUTURE OF JET DESIGNS

A new slogan for Trans World Airline was suggested at a meeting of the Management Club in Kansas City January 20. It was "Anywhere in the world in an hour—on the hour."

Fantastic? For the present day, yes, but for the future such a slogan might be very practical, according to Hall L. Hibbard, vice-president and chief engineer of Lockheed Aircraft Corporation, who spoke before the TWA club on "Problems in High Speed Aircraft Design."



During recent NAF charter presentation to the new Chicago Dixie Cup Management Club (from left): Louis A. Crittenton, NAF speaker; Rudolph Brabenec, secretary; William R. Schaefer, treasurer; Rudolph Bares, vice president; David R. Pershing, president; Jerry Turek, NAF director from Dole Valve Company. "To Dixie Cup men, welcome to NAF!"



As approximately 100 members of United Air Lines Supervisors' Club recently affiliated with Rocky Mountain Foremen's Club in Denver. Left to right at speaker's table (seated): Al Boynton, president of United's Supervisors' Club and W. A. Patterson, president of United; (standing) Frank Clark, chairman of membership committee, United's Supervisors' Club; Ralph Osborn, secretary and Charles Newton, president of Rocky Mountain Foremen's Club; Roy Bartlett, United's Club treasurer. Bartlett is shown presenting a check to Osborn in connection with the affiliation ceremony. Mr. Patterson was guest speaker at the dinner held January 17 at the Shirley-Savoy in Denver, which was attended by 600 persons.

Hibbard was introduced by William Mitchell, TWA Management Club president.

With the aid of photographs and charts projected on a screen, Hibbard described a few of the outstanding problems confronting an aircraft manufacturer building for the future. He spoke principally on jet propelled aircraft in both military and commercial aviation.

Hibbard also showed a sketch of what the future jet transport might

look like. Its gross weight was 150,000 pounds and it carried 40 to 50 passengers 530 miles per hour at 37,500 feet. The speed of jet planes, he maintained, would more than compensate for their high fuel consumption and would cost less per ton mile to operate than present transports.

Hibbard addressed the Kansas City Rotary Club earlier the same day, through arrangements made by Jack Burlington, TWA's assistant manager of passenger sales.—Bob Helmer.

The Foreman's Round Table

HOW IS YOUR PARTICIPATION?

If you are reading these words you should be a member of a management club affiliated with Management Men of America (NAF).

What does that membership mean to you? It should mean an earnest desire to participate in the activities of your club.

You need not be an officer, nor even a member of a committee, to participate. Attendance at club meetings is participation. Do you attend regularly? If you do not, why? Is it because a meeting you did attend was uninteresting? Have you, since then, made any constructive suggestions to the program committee? How do you know that any one of the meetings you have not attended wouldn't have been worth to you a year's attendance? Frequently a single thought is a big dividend.

How about plant tours? They are not always easily arranged; and plant hosts are unhappy when fewer of your members show up than they were led to expect would attend. Plant visits can be very valuable participation. Do you take advantage of them?

Have you availed yourself of the educational courses arranged for the members of your club? Do you take part in discussions which arise about club affairs at business meetings? Both activities are extremely important participation.

Have you been elected an officer of your club? You had an opportunity to decline nomination for office if for good reason you felt you could not accept; if you permitted your name on the ballot, you automatically accepted office, if elected. So, when you went on the ballot, you assumed personal responsibility for fulfilling the requirements of your office. Did you? Have you participated in your office to the limit of your ability?

Has your president appointed you as chairman of a committee or as a committee member? You had a chance to decline when appointed. Did you? If you did not decline, you accepted personal responsibility for seeing that the job of participation you were asked to do was effectively done. Have you done it so well that you pleased yourself?

Every club has its membership committee but every club member, if he really believes in the idea of management clubs—and in his club—can and should bring in eligibles. That, too, is participation.

In your city or area do you attend zone or area general meetings? They are extra-curricular, of course, and cost money for dinners. None can, perhaps, attend all of them. But they can be, and frequently are, valuable because they offer a wide-open opportunity to

meet management club members from widely diversified industries; any one of those in attendance may possess just the bit of special information you need. But you must participate to gain a profit.

Each one of us must accept personal responsibility for the job he holds in industry or soon be off salary. He who accepts personal responsibility for membership in his management club surely will gain the values that are inherent in that association.

To gain those values he must participate.

C. O. Barnard
President
San Gabriel Valley Management Club
California

KEEPING YOUR DESIRE ALIVE

Having the desire to do a job is one thing—keeping it alive is something else. Here is how Pete, foreman at the Sink and Swim Equipment Company does it.

After taking part in several training classes which his "city" club had offered him, Pete was inspired to the point where he wanted to go outside the walls of his company and be of service—his lodge, church, etc. He had always refused acceptance before whenever he had been asked (due to fear).

Pete's first experience was serving on committees in his own church. It wasn't long until he was elected to the chairmanship of some of them. Here his foremanship training and leadership ability began to attract attention. People would remark to each other about how Pete was able to get the jobs done. Pete was conscious of this wondering going on about him and you can just imagine what happened when one of the brethren asked him where he got that "know how." Naturally Pete gave his foreman's club and the NAF credit for this ability that people in many other walks of life didn't seem to have.

Here are a couple of weaknesses which the training Pete had received caused him to notice even in his preacher and his Sunday School teacher. His preacher, like many others, had the habit of saying: "If I had time"—or "Time will not permit me to dwell on this or that," and others along that line. Imagine Pete, just a greasy shop foreman suggesting to the preacher to tell us some Sunday that which he doesn't seem to have time to tell, and leave out the part that may put the congregation to sleep. He had to handle



Pete "dolls up" for church.

it with "kid gloves" to be sure.

Another was the teachers' starting off by saying: "Please bear with me today as I am not too well prepared." Here again Pete got over the idea to him that you don't have to alibi or make excuses for lack of preparedness, as people will soon find it out.

Now, do you wonder why the people of Pete's church were anxious to know where he got his "know how"? Sounds simple, doesn't it? Yet you have to have the desire—and keep it by helping others and giving credit where credit is due (NAF in his case). These examples are just a few that Pete experienced in his outside-the-factory-walls activities.

Doing the job Pete has done is just what is expected of all NAF foremen. It is one of the guiding principles in our Code Of Ethics.

Another time, Pete was invited to a meeting—was asked to make a few remarks. Much to Pete's surprise, the chairman of the meeting was none other than Slim, a fellow foreman from his own company. Here was an unusual situation for Pete. After all, it was his own efforts which had changed Slim's attitude and thinking only a few months ago. Did it pay? What is it worth? (\$4.00?) It actually amounts to this, doesn't it? You can think small, and you will be small; or you can think big, and you will be big. Pete says: "The trouble with us foremen is, we don't realize how big a man we really are."

W. J. "Bill" Mowery, Foreman
The Columbus Auto Parts Company

"THEY ARE ALL WATCHING US . . ."

Do you folks know that the big majority of foremen don't have any problems or troubles at all? That everything is just rosy, and that all they have to do is sit back and let top management take care of all business problems? Judging by the lack of active participation by foremen in our magazine you might get such an impression.

Our magazine **MANAGE** is very young, but it is already strong, and it is deliberately "tailor made" for foremen. It is the first time in the history of American industry that foremen have had their own effective publication, conceded to be theirs by reason of its wide circulation among foremen, and its wide open invitation to show what constructive ideas they've got and what they can do.

One of the primary aims of **MANAGE** is to explore the field of management relations—to put the spotlight on those management and leadership techniques in our human relationships that bring about unity and teamwork.

Another of its aims is to develop a better understanding of our competitive system of free enterprise. Or to put it in the words I like best—greater appreciation of the American way of life.

And another of its purposes is to provide a forum for the expression of

constructive thinking by all management men.

Now this business of "constructive thinking" is not something that is restricted to top management. It is something which we must all practice if we want to show progress in anything—in our jobs, in human relations, in achieving better government, in planning the future for our children.

Executive management has accepted our magazine. They've taken off their coats and rolled up their sleeves and started giving us the benefit of their ideas and their thinking and their effort. They worked hard to get our magazine off to a good start. Now they invite us foremen to begin giving all management the benefit of our constructive ideas and techniques. It's our magazine and they want us to use it—not only read it.

And here's how we can use it. One way is to send in letters of comment on the magazine and the articles in it and the ideas you get from it or can add to it. The folks who do the tough work of composing our magazine are very human. They crave to know whether or not you like their efforts, whether they hit the mark.

Another way is to write letters angled for use in the "Foreman's Round Table" column. This column is designed to give us all an opportunity to tell others of the smart ideas and techniques in use in our own plants, and to present problems that trouble us so that all management can lend a hand and offer solutions.

Still another way is to contribute feature articles—short ones of 1000 to 2500 words—giving your constructive thinking on any topic you choose that is relative to management. We already have one contributor from our club—Charley Gay here has offered a mighty interesting article titled "Let's Get The Facts . . . Pass Them On To Our Men", in which he begins by showing how business failed to explain clearly their position and attitude to the American people. He recounts the labor organizations spectacular rise which awakened business management and prompted them to begin selling their side of the picture. The balance of the article is devoted to giving us his viewpoint—the viewpoint of the foreman—stressing the responsibility of the foremen to try to assure labor that the free enterprise system which has made us the nation of highest paid and most skillful workers is truly the American way.

Our editor asks me to tell you that the magazine is not looking for articles from literary geniuses or grammatical perfectionists. They want the kind of stuff in which one guy can tell a lot of other guys what he thinks, and what he's doing, and what he wants, and tell it in everyday shop talk that we all can understand.

You know, business doesn't hesitate to let us know its viewpoint. And labor certainly lets us know that they have problems. Top management is always alert to present their point of view. And now that we have a national pub-



1949 officers of Taylor Forge Management Club, Chicago (from left—front): S. M. Slazyk, vice president; E. O. Ross, president; S. J. Kijowski, secretary; A. R. Pepalis, sergeant-at-arms; (back row): J. J. Baloun, J. Obryk, W. Kusterer, trustees, W. P. Hendele, treasurer. Chicago's Melvin J. Evans, president of the M. J. Evans Company, is shown giving his opinions on a most interesting subject, "Human Engineering," at the club's recent installation of officers.

lication of our own they are all watching to see what we're thinking and what we're doing and how we're doing it. So why don't we foremen let the world know that we have problems, and how we effect solutions, and show them that we are progressive thinkers, and assure them that we are doing a darned good job and fighting a tough fight for business, and for the American way of life.

Editor's Note—We are indebted to our Tulsa Club Editor C. H. Bohn for the above, which constituted his remarks to fellow club members. It presents a viewpoint which we hope our foremen readers will accept and follow up.

3,500,000 Centers of Initiative

One of the strongest features of the American economy is that it has now about 3½ million non-farm business

concerns. This means that it has about 3½ million centers of initiative; 3½ million places where experiments may be authorized, where innovations may be started.

It is difficult to imagine how a regimented economy with relatively few centers of initiative can compete in dynamic drive and in technological progress with an economy that has several million such centers.—From "Meeting the Special Problems of Small Business"—a CED publication.

Economy now thinks it has scored if the country is run as cheaply in peace as in war.

Sometimes, when a man is in the public eye he is just a cinder.

The thing that keeps a lot of men broke is not the wolf at the door but the silver fox in the window.



Armco Fabricating Foremen's Club officers presenting Mr. C. R. Hook with a certificate of honorary membership. Seated (left to right): Paul Doebl, president of Club; C. R. Hook, chairman of board, Armco Steel Corporation; John Reynolds, Club vice president; W. W. Essig, Club treasurer. Standing: Some of the Club members.

ARMCO FOREMEN'S CLUB HONORS CHARLES HOOK

MIDDLETOWN, OHIO — Honoring their "top foreman," members of the Armco Fabricating Division Foremen's Club presented an honorary lifetime membership to Charles R. Hook, chairman of the board of Armco Steel Corporation. The ceremony was held in Hook's office Friday, February 11.

The gold pin and membership card were presented by Woodrow Essig, club treasurer. Club officers and a number of members joined with several Armco executives in witnessing the ceremony. The honorary membership in the Fabricating Foremen's Club also includes membership in the National Association of Foremen, with which the local club is affiliated.

In presenting the certificate, Paul Doebl, club president, said: "In recognition of our top Foreman in community, state and nation, and especially for his great ability as a leader of men. . . .

"With his great insight into human nature, along with his natural executive ability and untiring effort, Mr. Hook has been instrumental in the development and growth of Armco. . . .

"Appreciation for and insistence of a square deal for all has made this a kind of company with which we are proud to be associated."

Responding, Hook expressed to the group his appreciation of the honorary membership, stressing the importance of foremen in industrial life.

Other officers of the Fabricating Foremen's Club are: John Reynolds, vice president, Woodrow Essig, treasurer, and A. L. Young, secretary.—Cecil Kindred.

GRANITE CITY STEEL CLUB—

Installation of officers was held at the company main offices on January 20. R. Bell of the Western Cartridge Company NAF Club and a national director installed the new officers. Beside the 100 club members in attendance, the following officers of other NAF Clubs in the district were present: From American Steel Co., Larry Prosser, past president, and Bill Stelyer, president; from Nesco, Martin Fisher, NAF

director, and William Tarris, president; from Aluminum Ore, Robert O'Connor, president.—K. B. Pellett.

BLAW-KNOX AND DRAVO HOLD JOINT MEETING

A joint dinner meeting of the Dravo Supervisors' Club and the Blaw-Knox Division Foremen's Club was held at the Hotel Webster Hall on January 8.

Principal speaker was Robert N. Waddell, president of Waddell, Brand and Company, and formerly head football coach at Carnegie Institute of Technology. Mr. Waddell spoke on "The United States of 1949" and the theme of his address was PLUS-thinking in order to provide individual impetus, drive and success and to gain for our homes, our jobs, our church and our community, a large measure of improvement.

NAF Directors T. A. McCann, Sylvania Electric Products Company, Emporium, Pa., Everett C. Girty, Pittsburgh Rolls Division of Blaw-Knox Company and Earl Grissinger, National Tube Company, McKeesport, Pa., were guests of honor with Robert Patton, an associate of Mr. Waddell and William Neilan, from Blaw-Knox Division, who entertained the group with Scotch and Irish stories as well as reading some of his original poetry.

An interesting sidelight was the presentation of a football, suitably autographed and wrapped in Carnegie Tech colors, to Mr. Waddell for his grandson. Charles Danver, a local newspaper columnist, reported later that "Gramp" may be soon nursing a



TWO NAF HEADS WITH BUT A SINGLE THOUGHT: When Do We Eat? M. S. McAllister of the Dravo Club (left) and Blaw-Knox's William G. White anticipating a large crowd at January joint meeting of the two clubs.

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charley horse from teaching the grandson how to kick and forward pass.

Over 150 were present at the meeting which was one of the first joint meetings in the district.

The Blaw-Knox Division Foremen's Club has inaugurated a second public speaking group which met for the first time on the evening of January 19 with 17 present. These groups meet weekly on different evenings and the sessions last about two hours each. This project has the hearty endorsement of management and the results have been encouraging and worth while.—M. E. Olson.

SPRECKELS MANAGEMENT CLUB
—C. C. Dorough, plant engineer, was installed as president of the Club, at a dinner meeting and Ladies Night held at Loma Linda, near Watsonville, January 14.

A brief biography of the individual and his duties as a Club officer were given by W. H. Krafft, who installed the following: vice presidents: E. M. Hartmann, E. W. Mitchell, and W. C. Sargent; secretary, E. M. Jones; treasurer, T. B. Green; Board of Control, Wm. J. Simon, Carl Beeman, Paul Cutshall, and Gus Sonniksen.

President Dorough addressed the assemblage and stressed the importance of recognizing the other fellow's ability, after which he appointed the following standing committees: Membership: B. A. Freire, W. J. Walsh, H. H. Voth; Program: W. O. Weckel, J. R. Riley, W. C. Johnson, H. V. Dios, R. S. Lambdin, G. Ulricksen; Public Relations and Publicity: W. H. Krafft, H. J. Lourentzos, E. R. Flores, F. F. Coons, W. D. Resch; Sick Committee: R. S. Bell, A. R. Pierce, H. W. Parker, and H. J. McCann.

Entertainment in honor of the ladies present included accordion music by Carl Quartaro, community singing, and dancing to the music of the Loma Linda Trio.

The first meeting under the direction of the new officers was announced as a dinner meeting to be held at Jeffrey Hotel, Salinas, February 8, with T. R. Simpson of the Division of Water Resources, Department of Public Works, State of California, as speaker.

JOHN E. FAST & CO. FOREMEN'S CLUB—The club had its second election of officers, which makes the club one year old under NAF. Officers were installed by the Illinois Director Jerry Turek.

The club holds meetings at the Irving Park Y.M.C.A., Chicago, every fourth Monday of the month. The meetings are opened by the president, then turned over to a rotating chairman who conducts the rest of the meeting. The club consists of 49 active members.

January's meeting was highlighted by Mr. Turek who gave us information on what's happening in the NAF and then the president of our company, Mr. Kopinski, gave a talk on his predictions of "Things to Come."—J. Ostrowski.



PLUS-THINKER—Speaker Bob Waddell tells the boys how to get out and stay out of mental ruts . . . **PLUS-THINKER**—Dravo's Anthony Charles pays the penalty for flunking the special quiz while Blaw-Knoxer Richard Sprucebank finds a safe place to stand. The skunk is unidentified . . . Dravo and Blaw-Knox Clubs joint meeting.

OLSON RUG COMPANY SUPERVISOR'S CLUB—First I want to thank the MANAGE editor for establishing a later deadline date than usual. As our meetings are held the second week of every month, our news is not always current. This time I can report on two meetings—bring news up to date. Our installation of officers was held in January. We were fortunate to have Al Szybeko, director of NAF, as installing officer. Jerry Turek, our regional director, was also present.

New officers included: Edmund E. Higginson, president; Harold Dohra, vice president; Elmer Pendarvis, secretary; George Formella, treasurer; and Frank Kaduk, sergeant-at-arms.

Our February meeting was most interesting. Al Szybeko was again our guest of the evening, and we really put him to work. Our club has not, during its short existence, had an opportunity to hold a discussion conference and Al had kindly offered to act as conference leader, to give us an idea as to the manner of conducting a conference. His subject: "Indoctrinating the New Employee." A lively discussion followed, and men who heretofore have been reluctant to give voice to their opinions became enthused and brought out excellent points.

Incidentally, MANAGE has been reminding its correspondents to induce club members to send in their ideas for publication. This has been announced at our meetings, but no one has volunteered anything yet. The above mentioned discussion has given me an idea.

During the discussion, I noted names of members who took an enthusiastic part and whose ideas were practical. I intend to see these fellows individually and ask them to send in their ideas to the magazine. I attribute the reluctance of foremen to send in contributions to either lack of time to devote themselves to it, or the feeling that they cannot express themselves properly in writing. My solution to this would be for the correspondent to interview them, and either edit their copy or write it for them, using the various points brought up by them during the interview. There is also the type who can write intelligently, and have the time to do it, but have to be stimulated by someone.

Perhaps this suggestion may prove of value to other correspondents. I'm certainly hoping I can show results in our own organization.—Earl F. Jarvis

WORTHINGTON FOREMEN'S CLUB—We in Buffalo were indeed fortunate to have as guest speaker at our February meeting T. A. McCann, NAF executive vice president, who spoke on the importance of maintaining the American way of life. A. F. Marmoy then showed a movie entitled "The Power Behind the Nation" which was a perfect sequel to Mr. McCann's talk. Both stressed the fact that production has contributed most to the American standard of living and that under no other system, could our standard be equaled. It was just odd coincidence that the picture fitted in with the lecture as we had no advance information as to Mr. McCann's subject.

Due to the enthusiastic response to our Open House of last August we have decided to repeat the Plant Visitation to all the Western New York area clubs on March 22. We have also invited several prospective NAF members. Dinner will be served at 6:00 p. m. with tour starting at 7:00 p. m.—Carl Kaufhold.

SPRINGFIELD (OHIO) FOREMAN'S CLUB—We introduce to all the readers of MANAGE our President Homer Crispin. (See Page 38.) We are fortunate in having elected to this office a young and progressive man such as Mr. Crispin, who is employed by The Oliver Corporation as forge and welding foreman, and works directly with our National Director, Perry Bolin. His energetic interest in safety and good housekeeping has contributed much to the Oliver Springfield plant's standing in an interplant safety and housekeeping contest which Oliver has been conducting.

The Springfield Club has a well planned program for 1949. Plant visitation and some of the best speakers obtainable are lined up.—M. Hildebrand.



H. P. Eells, Jr., of Cleveland, president of Basic Refractories, Inc., as he challenges his associates to carry on their fine work, compliments them on organizing the Basic Management Club, new NAF affiliate. Paul Slaymaker (left), first club president, receives NAF charter from NAF Director A. F. Coykendale, as Club Treasurer George Rutherford looks on. "Welcome to NAF, men!"

BASIC MANAGEMENT CLUB—J. E. Bathurst of Dayton and A. F. Coykendale of Findlay, president and director respectively of the National Association of Foremen, along with H. P. Eells, Jr., of Cleveland, president of Basic Refractories, Inc., appeared on the charter night program of the Basic Management Club at a dinner-meeting held January 27, in the Fremont Hotel at Fremont, Ohio.

Mr. Bathurst addressed the 35 charter members on the subject "Management For Tomorrow"; Mr. Coykendale presented the charter, gavel and sounding board on behalf of the National Association; Mr. Eells congratulated his associates upon their progressive attitude and assured them of his wholehearted support and cooperation.

The officers who were installed were Chief Electrician Paul Slaymaker, president; Burning Plant Shift Foreman Dave Shaffer, vice president; Burning Plant Superintendent Ed Addis, secretary; Purchasing Agent George Rutherford, treasurer.

The Basic Management Club will hold its regular meetings the second Thursday night of each month, and on occasions call special business meetings as required at the Maple Grove, Ohio, plant office.—J. A. Williams.

FOREMEN'S CLUB OF TOLEDO—The Club established a new high and full membership this month when it reached a total of 1,602 individuals, covering 115 different companies in the Toledo area.

Attendance at its monthly dinner meetings in Macomber Vocational High School has also been the largest in the 24-year history of the Club. The January speaker was Lewis P. Reece, who had gained national attention when loyal employees and neighbors rebuilt his pottery at Scio, Ohio after a disastrous fire. The February speaker was Frederic Snyder, New York news analyst, whose subject was "Keeping Ahead of the Head-Lines."

The February feature in the plant trip program was a visit to the Na-

tional Supply Company, Toledo manufacturers of oil equipment.—B. Bowker

INDUSTRIAL MANAGEMENT FORUM—Major Frederick Hurley Commanding Officer, Chicago Chemical Procurement District, was guest speaker at the Forum's meeting in Chicago February 10. Major Hurley, speaking on "The Relation of the Military and Industry," presented a most interesting and informative talk. Those attending received copies of "Military Procurement," a publication of the Munitions Board designed as a guide for Joint Industry-Military Procurement Planning.—George Falck.

THE MAGNAVOX FOREMEN'S CLUB—Members, 100% in attendance, met January 20 with Richard A. O'Connor, Company president, as the speaker. Only Magnavox foremen, with their years of association with Mr. O'Connor, could understand the ardent interest of the occasion. It was almost entirely due to his planning, and working under his constant guidance, that they had seen Magnavox, in addition to being the outstanding manufacturer of speakers and capacitors, become one of the foremost producers of quality radio phonograph combinations and television sets in the nation.

Mr. O'Connor's talk, simply told, reviewed recent happenings in our industry and outlined our responsibilities during days to come. It was that quality, as always, one of complete frankness plus the knowledge that he placed full confidence in his men, that kept the foremen so deeply engrossed in his remarks.

MARION FOREMEN'S CLUB—The club had two events on its calendar for January. They held the first meeting of the new year on the evening of January 4 at the Columbian Hall.

Chester H. Lang, vice president in charge of sales for the apparatus department of the General Electric Company, spoke on "Big Business—Its Outlook for '49". Mr. Lang after serving in World War I as a lieutenant in the 129th Field Artillery, joined General Electric in 1919 as a traveling auditor. He served in publicity, advertising and sales departments, and was elected vice president in 1941.

Mr. Lang was optimistic about the outlook for '49 and gave a very good talk on the relationship of large industries like General Electric to the communities in which they operate.

The club had a plant visitation on the evening of January 25. During the past few years visitations have been made to plants in nearby towns, so it was decided to visit the plants in our own home town.

The club members, 160 strong, met at the parking lot of the Pollak Steel Company, where guides were furnished to escort them through the plant. Here they saw reclaimed railroad rails chopped into sections like cord wood, transported to heating furnaces where they were heated to a temperature of 2200°. From the furnaces the rails

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are taken to the rolls, slit into three pieces, and each piece then rolled into rods, angles or tee bars. This plant has been modernized recently and the officials are to be complimented on its appearance.

From the Pollak Steel Company the club members were taken to the Commercial Steel Casting Company plant. This company makes steel castings in a range from a few pounds to about ten tons in size. Here the members saw the operation of the molding machines and sand slinger on which the molds are made.

A heat was tapped from the open hearth furnace and poured into the molds so that the entire group could see the operation. They were then shown the annealers in which the castings are heat-treated, the magna-flux and Gamma-Ray operations used for testing the castings for defects, and the welding operations for correcting these defects.

After leaving the Commercial Steel Casting Company the members proceeded to the Osgood Company plant, which manufactures power shovels, cranes and drag lines. This plant consists of a large machine shop, welding shop, blacksmith and forge shop, carpenter shop and erection department.

At this plant the club members saw the machining, forging, and welding of shovel parts and the cranes and shovels in various stages of completion. This plant is equipped with some of the largest and most modern types of machine tools and metal working machinery in the industry.

The club members were able to see in one evening the working of steel by rolling, casting, machining, welding and forging, and felt amply repaid for their effort.—E. M. Breithaupt.

SANGAMO ELECTRIC SUPERVISORS' CLUB—The Sangamo Electric Supervisors' Club of Springfield, Illinois, on night of January 12 were guests of the Company at a dinner given in the new Elks Club Ballroom in honor of the Company's 50th anniversary. The club presented a lovely basket of flowers to the Company in honor of the occasion, and all who attended the meet-



"Training night" dinner, sponsored by the Lustron Corporation, on February 3, which was attended by 500 members and guests of Foremen's Club of Columbus. A score of men were awarded certificates for their "Code of Ethics" class work during this meeting.

ing were given a desk match book holder, a souvenir of the anniversary. Donald Funk, president, acted as host and was one of three speakers. He read and commented upon some of the early minutes of the Company's stockholders, to the great delight of all present. In the light of 50 years of progress, those early days seem humorous.

Robert Lanphier, Jr., whose father was one of the founders of the Company, traced the growth of the organization and lifted the corners of a few pages to the possible near future. Mr. Lanphier is a vice president and general manager of Sangamo. Frederick Holtz, vice president and chief engineer told something of early electric meter development, present applications, and touched on the other Sangamo products, including naval equipment which is still built in considerable quantity. A showing of the World Series of 1948 wound up a long-to-be-remembered evening for club members and guests.

ALUMINUM ORE FOREMAN'S CLUB—The Club held a dinner meeting in the Rose Room at the K. C. Building in East St. Louis February 7. After dinner a business meeting was held, followed by the formal initiation of 25 new members into the Club.

Martin Fischer of the National Enamelling and Stamping Company of Granite City, Illinois, a past president of the Nesco Foreman's Club of Granite City and a national director of NAF, then installed the new club officers who are R. J. O'Connor, president; W. H. Leek, vice president; Elmer Holshouser, secretary; and B. O. Yockey, treasurer. W. R. Bean, J. R. Fox, and E. B. Adams were installed as Board of Control members for 3, 2, and 1 year respectively.

The retiring officers, who were commended for their splendid work during the last year, were W. R. Bean, president; R. J. O'Connor, vice president; L. B. Mischke, secretary; and P. V. Mullane, treasurer. Retiring Board of Control members were Wallace Whitson, W. H. Leek, and E. B. Adams.

President O'Connor then announced his selections for chairmen of the following committees: Tom Bledsoe, Booster Foremen; Andy Mulconner, Ways and Means; R. V. Hearn, Constitution and By-Laws; C. B. St. Clair, Sr., Program and Entertainment; D. N. Craig, Welfare; C. J. Kraessig, Membership; Frank Hellen, Auditing, and R. J. Scharbert, Public Relations.

Robert K. Heineman, assistant personnel director of the Aluminum Company of America was the speaker of the evening. Bob Bowman and Ray Woods of the Lafayette, Indiana Works of the Aluminum Company were guests of the club.

This marks the beginning of the 3rd year of the club which now has approximately 150 members.—R. J. Scharbert.



R. C. Lanphier, Jr., Sangamo's vice president and general manager, speaking to Sangamo club during Company's Fiftieth Anniversary celebration. From left: F. C. Holtz, vice president and chief engineer; Edward Krimmel, office manager sales department; Mr. Lanphier; Donald Funk, president of Sangamo; Fred Flabb, club president; John Galasse, chairman entertainment committee.



Donald W. Douglas, president of Douglas Aircraft Company, as he addressed the new Douglas Management Club at Santa Monica during NAF charter presentation ceremonies. He expressed confidence in their affiliation with the NAF.

DOUGLAS MANAGEMENT CLUB—At a meeting held in the Douglas Aircraft company's administrative dining room on January 13, the Douglas Management Club was granted a charter from the National Association of Foremen, and officers were elected to form the Club's first administrative body.

With confidence expressed in its venture by Donald W. Douglas, president of the Douglas Aircraft company, nominations were opened and the following officers were elected to their respective posts: *president*, S. M. Newsom; *vice-president*, Don Watt; *secretary*, P. D. Wyman; *treasurer*, D. H. Voss.

Upon completion of the election, the newly elected club president introduced Ed Seitz, Douglas Management Club representative on the National Association of Foreman board of directors who swore in the newly elected officers and presented the gavel and sounding board to the president.

A charter presentation speech was given by B. W. Messer, NAF Zone A vice president, who presented the NAF charter to the newly organized club of the association. Roy J. Bell, the regional manager for the NAF, talked on the purpose and reason for good industrial management teams and stressed the importance of sound management and its effect on the individual, as well as on the family and the country as a whole. In his speech, Bell brought out the fact that 40,000 foremen were now a part of the National Association of Foreman, and that they represent a major cross-section of American industries.

Duglas, in a speech to the newly created branch of the association, officially greeted the club, and, with a note of confidence, expressed his firm belief that the club would develop definite strides toward the advancement of management.—Dennis.

FOREMEN'S CLUB OF COLUMBUS—At the February meeting Past President W. J. Mowery, Columbus Auto Parts Company foreman, certificated the following 18 members for satisfactory completion of a class on the NAF Code of Ethics, conducted in Columbus Auto Parts conference room during working hours and attended by management men representing nine local companies: Frank Albanese, Columbus Public Schools; Clarence H. Bilson; Central Ohio Paper; E. R. Daily, Curtiss-Wright; William Ell, Columbus Auto Parts; Thomas Goodin, Columbus Auto Parts; Glenn Graves, Curtiss-Wright; George S. Herren, Seagrave Corporation; Willard Kintigh, Armstrong Furnace; John W. Klages, Columbus Auto Parts; Krag S. Klages, Columbus Auto Parts; Edwin L. Knoebel, Foremen's Club of Columbus; Al Manring, The Kroger Company; Richard E. McClaine, Buckeye Steel Castings; Rolland Nast, Armstrong Furnace; Gerald Nusbaum, Lawrence Schwartz, Homer Sexton, all of Columbus Auto Parts; Ludlow Smith, Curtiss-Wright.

February 25 was another big Columbus plant-tour day with 300 members and their ladies visiting the large M & R Dietetic Laboratories plant, home of "Ten-B-Low," "Similac" and other milk products.

Night of March 3, 500 members attended the "Visiting Club Night" dinner meeting sponsored by the American Zinc Oxide Company whose parent company President Howard I. Young of the American Zinc, Lead and Smelting Company of St. Louis spoke on "The Importance of Non-Ferrous Metals in Our National Economy."

Fifty members were certificated in their class on Quality Control led by Gordon Olson, supervising engineer of quality standards, Ternstedt Division of General Motors, and 20 men received

certificates from Dr. Davis Harrison, Ohio State University, leader of a class on Economics.

Seventy-five clubs from Ohio and five surrounding states, invited to the meeting, were well represented.

Educational Chairman Frank Albanese announced three new classes in March: Industrial Sketching led by Clarke Reese, field representative of the National Electric Oil Company; Labor Relations led by Ray Woods, director of industrial relations, Ternstedt Division of General Motors; and Use of Tests in Workers Selection led by William M. Smylie, test supervisor, Ohio State Employment Service.

George Herren, introduced into our membership in October, died January 26. George was with the Seagrave Corporation 29 years and the past 11 years was secretary of the Columbus Welding Society. O. A. Miller, founder of Central Ohio Paper, died January 23. Mr. Miller was one of our staunch supporters. He was the oldest living past president of the Chamber of Commerce and made outstanding contribution to our community during his long business career in Columbus.

TAYLOR FORGE MANAGEMENT CLUB—Newly elected officers of the Club were installed at a meeting on January 20 in Chicago. NAF state director from Illinois, Jerry Turek of the Dole Valve Company was the installing officer and as usual Jerry performed his task well.

The membership was treated to a fine address by Mr. Melvin J. Evans who heads his own firm, The M. J. Evans Company, Chicago. His talk relating to "Human Engineering" was interesting and thought provoking. It left no doubt in the minds of our membership that this is one subject which requires constant attention. Mr. Evans answered many questions personally



Herman M. Koelliker, vice president, Chicago Rawhide Manufacturing Company, Sirvens Division, is shown speaking to the Chicago Rawhide Management Club group at one of the Club's Executive Night meetings. Herman Koelliker is one of the staunch NAF boosters in the Company—is vitally interested in their management group.



Congratulations on Follansbee Steel Club's Minstrel Show—splendid community relations! Participants, left to right, (front row): A. Andreansky, Dorthea Jones, James Lusk, Baird Kloss, Cecil Lusk, George Cox, Oscar Marti, James Black, Rocky Mancano, Joe McKay, James Straight, John Gealy, William Westlake, Howard Donnelly; (second row): Kenny Forbes, Harry Beck, Harry Mitchell, Peter Murray, Larry Beck, Cyril James, Earl Elkins, Charles Manion, Jack Bassford, John Trudicks; (third row): Clarence Payne, Allen Horwood, George McGowan, Robert O'Neal, Cecil McDermitt,

Elwood Baker, Charles Maple, Orrin Bryte, Carl Nightingale, George Tulencik, Joe Hook, Edward Thomas, Mario Salasca; (fourth row): Kenny Millington, John LeLancon, John Phillips, Lloyd Keller, Harry West, George Hubbs, Bill Williams, Harry Pittenger, Trotter Thompson, John Boll, Harold Reese, O. W. Coughlin, Harry Ryan; (fifth row): Alden Blosser, Paul Lee, Paul Scanlon, Gene Caniff, Don Gamble, Don Hartford, Ves. Thompson, Charles Gill, Umberto DiSantis, Clinnie Waugh, Edward Hurl and Boyd McCall.



As Steve Hozdic's CYO High Chair Boxes entertain Oliver Cletrac Management Club members in Cleveland. Trio discussing new "induction" program for Oliver Corporation plants (left to right): C. C. Drake, Oliver Corporation director of training and safety; Mike Pappas, president Foremen's Club of Greater Cleveland; Joe Moffitt, president Oliver Cletrac Club.

after the meeting and to prove his talk was enthusiastically received, one need only to study the picture of Mr. Evans and the many members in a huddle in which he is replying to their queries.

The Officers of the Taylor Forge Management Club for 1949 are: Edwin O. Ross, president; Stanley J. Kijowski, secretary; Alphonse R. Pepalis, sergeant-at-arms; Walter Kusterer, trustee; Stanley M. Slazyk, vice president; Walter P. Hendele, treasurer; Joseph J. Baloun and Joseph Obryk, trustees.

Personally we don't know the secret of success, but we are afraid it's work.

OLIVER CLETRAC MANAGEMENT CLUB—The January meeting in Cleveland was addressed by Mike Pappas, president of the Foremen's Club of Greater Cleveland. The latter club is an association of some 500 top-flight foremen from some 45 plants in the Cleveland area and is also affiliated with the NAF.

Mr. Pappas discussed at length with the club some of the responsibilities of foremen as management men and pointed some of the activities that his group is sponsoring, all of which lead toward the goal of better leadership.

Several that he mentioned were the public speaking course which they con-

ducted last year and the new informal educational course on the "Psychology of Industrial Leadership" which is now starting.

Another welcome visitor at this meeting was Comyn C. Drake, director of training and safety of The Oliver Corporation, Chicago Office, who spoke briefly, complimenting the club on its past activities and congratulating the club on its new officers for the year who are J. G. Moffitt, president, L. A. Jacob, vice president, George Comer, secretary, and J. P. Burke, treasurer. The meeting was very well attended and was held at the Euclid Athletic Club where the members enjoyed a

very fine steak dinner.

After the speeches, the Club was entertained by Steve Hozdic's CYO High Chair Boxers who really put on a show for the boys, all the way from the diaper fighters to the older teenagers. All in all the January meeting was one of the Club's most successful and its officers are setting a standard which will make it hard for them to make future meetings as attractive.—L. D. Ogle.

C.B.F. MANAGEMENT CLUB—Past presidents of this Columbus Bolt & Forging Company Club were honored at the January meeting held at Fort Hayes Hotel. As a part of the Presidents' Nite program each of the Club's past three presidents were awarded certificates of appreciation by 1949 president Leland M. McDaniels. Robert Deyo received the award for 1946; Herman Diltz, 1947; and Carl Rogers, 1948.

The certificates were issued at the request of members of the club for sincere appreciation and acknowledgment of splendid service to the Club, the Company and the NAF. Each president made a short talk following the presentation. Robert Deyo compared the shop club with the city club. Herman Diltz told of relationship between officers and members. Carl Rogers spoke on meeting attendance. Leland McDaniels outlined plans and desires for 1949.

Questions from the floor were directed to the four presidents following the talks. A better understanding of the past and future of the club was gained by the 44 members and two guests who attended.

Other officers of the club: John Finley, vice president; John Meinhardt, secretary; Ralph Slane, treasurer.—John Meinhardt.



President Homer Crispin of Springfield (Ohio) Foreman's Club, who is reported to be an enthusiast for safety and good housekeeping, scans Safety Contest standing at Oliver Corporation where he is forge and welding foremen.

Columbus Bolt & Forging Co.

Columbus OHIO.

THIS CERTIFIES THAT

FOR THE YEAR 19 WAS PRESIDENT OF THE

C. B. F. MANAGEMENT CLUB

and this certificate has been issued at the request of the members of the club in sincere appreciation and acknowledgment of his splendid service to the Management Club, the Company and the National Association of Foremen. In testimony whereof the C.B.F. Management Club, associated with the NAF, has caused this certificate to be signed this day of 19

Company President

Club Secretary

Club President

Certificate of appreciation awarded their past presidents by members of C.B.F. Management Club of Columbus Bolt & Forging Company.



Grayson Administrative Conference NAF Club of foremen from the Grayson Controls Division, Robertshaw-Fulton Controls Company, present a check for \$180.50 to the March of Dimes. Photo shows Al Casey (left), Joe McMillan (center) of the March of Dimes Committee for G.A.C. presenting check to Don Hart, NAF director for Zone "A," for forwarding to National Infantile Paralysis Foundation.

GRAYSON ADMINISTRATIVE CONFERENCE—The dining salon at Ivan's Restaurant served as the locale for the annual election of officers of the club, January 25.

The fine chicken dinner was enjoyed by a turnout of 96 per cent of the entire organization. There were talks on the economic situation by T. T. Arden, executive vice president and Hal Singleton, sales manager, Grayson Controls. John Byrne, controller and chairman of the newly formed Anti-

Communist Committee reported to the membership on finances.

Something new was added when Tom Pender presented L. L. (Mac) Moloney, Forrest (Forrie) Cobb and Irvin (Irv) Brockman with handsome cups representing "Mugs of the Month." Hal Singleton, Don Thorpe and Lee Shoemaker were presented with 15-year service pins by Mr. Arden.

After spirited balloting B. W. (Butch) Messer installed the following officers for the coming year: Mil Alway, president; Al Pisonero, vice president; Fred Beck, secretary-treasurer; LeRoy Hamilton, sergeant-at-arms.

The new president thanked the members for their confidence and the entire new Board of Control pledged themselves to winning the NAF Award this year. Armon Andrews, outgoing president, expressed gratitude over the high degree of cooperation given him and his fellow officers during the past year.

A motion was carried to subscribe to the March of Dimes. The meeting concluded with a pledge of allegiance to the flag.—Joe McMillan.

"The world," said Dwight Morrow to his son, "is divided into people who do things and people who get the credit. Try, if you can, to belong to the first class—there's far less competition."—S. African Business Efficiency. (Johannesburg.)

Two little girls were discussing their families. "Why does your grandmother read the Bible so much?" asked one. "I think," said the other little girl, "that she is cramming for her finals."—Capper's Weekly.

Accident Costs

from Page 11

about 90 cents less than the average price of a pair of safety goggles. Isn't it worth it to keep the worker and his machine or hand tools operating continuously for months or years at a cost that represents only 90 cents more than just one hour of his labor during the entire year?

A recent study made by the National Safety Council of information obtained from 730 companies representing 24 different types of work showed that 58 per cent of the companies placed the responsibility of enforcing goggles rules on their foremen, 11 per cent stated that workers who failed to wear their goggles were discharged, and the same number stated that they used other disciplinary action.

The figures in this study prove conclusively that when the responsibility for the enforcement of goggle rules is assumed by the foreman, average frequency rates of disabling eye injuries are lowest at 0.40, per million man-hours worked. The highest accident rates of all were recorded by companies with no goggle safety policy whatsoever.

"Pocketbook Appeal"

How can the foreman best impress his men with the necessity of the strict observance of safety regulations at all

times? It is the considered judgment and experience of many, that the pocketbook appeal is the most convincing argument. Some workers erroneously believe that an accident sufficiently serious to lay them off temporarily can be regarded somewhat in the nature of a vacation, with some inconvenience to be sure but with either little or no loss in income or the possibility of a high award in compensation. It should be stressed that in no event can the worker count on compensation, that many state laws require that the worker be absent from the job eight days before becoming eligible to receive a penny and that only the loss of wages beginning with the eighth day is to be reimbursed and then only in part.

Earlier we have seen that the estimated average annual hourly earning for 1949 is \$1.41. On a 40-hour per week basis this average represents a total of \$56.40. Compare this total with the maximum of 80% of a weekly wage but not in excess of \$25 which limits the compensation in many states. In other words, by exposing himself to hazards which result in temporary disability, the average worker stands to lose all his wages the first seven days he is absent and the difference between \$56.40 and \$25.00 or \$31.40 per week each succeeding week until he returns to his job.

The foremen of a plant are the tacticians in the war on industrial accidents. The battle against eye injuries is a major engagement in this war, as

eye accidents are costly. Case histories for this type of accident prevention are plentiful and indicative of the fact that safety measures are invaluable in lowering costs when properly enforced. The following results are typical:

A manufacturer of electrical equipment saved \$14,000 in two years. A large machinery manufacturer employing more than 40,000 people cut the annual eye accident cost from \$50,000 to \$5,800. Another company paid \$19,942 for eye accidents during an eight-year period prior to the installation of an eye protection program. In the eight years following, the cost amounted to \$3,335—a saving of \$16,607. Another company states that they are reasonably sure six eyes were saved by goggles in one year. They estimate that these six accidents which were prevented would have cost them \$12,000 in compensation alone, plus about \$3,000 in medical and hospital expense.

In case after case and industry after industry it has been proved that an adequate eye protection program in which the foreman believes and enlists the cooperation of his men, will pay for itself in money, man-hours and in the reduction of scrap material, often in less than six months time. As part of an overall safety program, it offers a certain, important and easily-accomplished method of cutting costs—an objective particularly desirable and necessary with the return of normal markets.

Red Man's Hindsight...



"If Red Man 'foreman' could have had magazine like **MANAGE** when White Man come, we not be in fix we're in today."

MANAGE Magazine
321 W. First Street
Dayton 2, Ohio

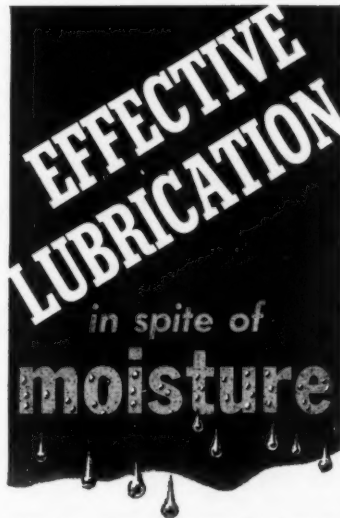
Enter subscriptions for our foremen and supervisors per attached list.

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Write for a copy of "The LUBRIPLATE FILM" written especially for your industry.



Operation of production machinery in the presence of moisture, steam and acids has always been a serious problem in many processing industries. There are a number of LUBRIPLATE Lubricants that satisfactorily meet these unfavorable operating conditions, thereby protecting machine parts against rust and corrosion.

New officers of John E. Fast & Company Foremen's Club as installed by NAF Director from Illinois Jerry Turek (from left): Anthony David, president; John Ostrowski, secretary; Jim Kenyon, vice president; Alice Ziemek, financial secretary; Al Roberts, treasurer; Mr. Turek.



Let's Get the Facts

from Page 7

out the big corporate type of operation and the free enterprise system of business. We, as foremen, have got to exert every effort so our employees will know this. We have got to get across the idea that business is also functioning for the benefit of the majority of the employees.

Industry's Dollar

I would like to call attention to some useful statistics on the true picture of the dollar coming into industry. One of the most mistaken ideas of our time is how much industry receives out of every dollar. A recent poll showed that two-thirds of the American people believed the stockholders get more than one dollar in profits for every dollar paid in wages. This is one of the many mistaken ideas we as foremen need to correct. The true picture taken from a study by the United States Chamber of Commerce shows that the worker received 84% of the total income produced by industries. A study of 500,000 corporations, with the figures taken from their reports to the Government, shows that all of them together paid 48c out of every dollar of gross income in wages and salaries; 25c for goods and services bought from the outside; 6½c in depreciation; 14c in taxes, and had left only 6½c for the stockholders or owners. Even this 6½c was not all paid to owners because a lot of it had to be put back into the business to create new jobs. It takes over \$6000 of new capital to create one job in industry. The money for these jobs must come out of profits of companies or of individuals.

"We Americans Definitely Do Not Want..."

We foremen have got to teach the worker that all machines, tools and devices that have increased the income of the human race had to come out of profits. These workers have got to be taught that we would all be savages if profits had not been made and invested to create jobs. They should be taught the owners get only what is left after all expenses, cost of production and

running the business are paid, and that the share-owners get only one-tenth what the workers receive. Wouldn't it be a blessing if every worker understood and believed the figures I have just given? We, as foremen, can point out industry's plight from time to time in our everyday associations with our men. Let us, as foremen, be as dramatic in selling industry as industry has been in selling its products—let's get the facts and pass them on to our men.

We all know it is very easy to lead the human being to follow false doctrines. The world has just survived a period when masses were following false doctrines. I, personally, believe that some labor in our own country has been following certain false doctrines—that in some cases their ideas have been such as would result in the destruction of the free enterprise system. We, as foremen, have the obligation to convey to labor that if the free enterprise system dies, they will end up with a socialistic government where everyone works for the government. Let's point out that in that sort of government no worker quits his job for any cause. His wife can't buy a loaf of bread except at places the government specifies for her. No one can start a business of any type except at the direction of the government. We Americans definitely do not want that sort of a livelihood, but it can happen if some trends continue as in the past.

We Can Do Plenty

We Americans have a sense of fairness unequalled by any people in the world. When we see something unfair we do our utmost to change the condition. Now, comes our opportunity, as foremen, to meet the challenge before us. You will probably say, "What can we do?" We can do plenty! We have the reins in our hands, and we can go wrong or we can go right. I believe a foreman can operate right if he will give thought to the road before him. I would like to see all of us foremen operate as smoothly and unemotionally as a good mechanic would. Did you ever take time to watch a good mechanic or tradesman work? I have, and I have often marveled at the ease with which they operate—never seem to hurry, but they are always ready to

make the proper moves. We, as foremen, can take a lesson from that tradesman—all we have to do is be alert and think. Let's think of our responsibilities when we are representing industry to the worker. Let's have command of our senses so that our emotions are not ruling us. We can resolve to decide what we should do now as foreman in industry, and do it. Let's not sell ourselves or industry down the river.

I want to leave this thought with you. We have got to sell the free enterprise system of government and business. We in the United States have the only free enterprise system in existence today in its true form. We have the only government where free enterprise can honestly express itself. We foremen have the obligation to sell our system and convince the worker that it is the only system for everyone's future. The way we foremen conduct ourselves in the future will determine the outcome of industry tomorrow.

I once heard it said, "all you had to do with the American people was to tell them what you wanted accomplished and they would arise to meet the challenge." Well industry is expecting us as foremen to sell the free enterprise system. Can we meet the challenge?



OVERSEAS NIGHT: Background, political or economic, of countries served by Pan American World Airways far-flung routes, play important part in guest speakers program for monthly dinner meetings of the Pan American Management Club of New York. At February meeting, Julien Bryan (left), president of the International Film Corporation showed two reels of color film of his 1948 tour of Europe in front and behind the Iron Curtain; Richard Moran, (right), director of public relations of the Intercontinental Hotel Corporation, an affiliate of Pan American, discussed construction and management of hotels in Central and South America, Europe, the Middle East and South Africa. Edwin A. Barnes, Jr., president of the Pan American NAF unit made the introduction.

A guard was asked by the judge what the prisoner had said when he arrested him.

"Leaving out the bad language, sir?" asked the guard.

"Yes."

"Not a word, sir."

Television from Page 13

what a technician could do to repair a TV set in the home without loading it on a truck and taking it to his shop. A man from Philco Corporation who had repaired television in the shop told how to make the important repairs you can't make in the home.

Then some papers were delivered on the engineering theory of television and what makes it tick—important stuff representing the best engineering brains of the industry.

When the meeting was over, the technicians were given a questionnaire. How had they liked the papers?

They were expected to say the technical papers were fine. They were expected not to think much of the business management papers, because small businessmen don't always want to face the fact that maybe they aren't good businessmen.

But it wasn't as simple as that. The technician liked those business papers which were delivered well and illustrated. The technical papers were well liked—when they had immediate practical application to the job. But the papers on engineering theory rated comparatively low—lower than the better-rated business papers.

After months of study, the Coordinating Committee decided to proceed during the 1948-1949 season with a series of five similar meetings, in New York, Boston, Atlanta, Los Angeles, and Chicago.

In September, the New York meeting launched the national series. In Boston, in November, an even more practical program was presented. In Atlanta, in January, talks were tuned up on the basis of questions and answers recorded on wire at the Boston meeting.

We are presenting material covering a tremendous field of research and business management, and representing the best information available by pooling authoritative talents throughout the country. But you cannot change a man's way of business life in a three-day meeting. We don't expect to.

The Town Meetings of Radio Technicians are a stimulant, not a college course. We are showing the technician what he needs to know. If he takes that knowledge with him and buckles down to learning, then these sessions have paid their way. If he takes with him, in addition, one new idea from every paper he hears presented, then we have a real dividend.

We are trying to stimulate the manufacturer, the wholesale distributor, and the technician's own associations to undertake a continuation of and elaboration of our presentation to the technician on a year-around basis.

Early Results

Here are some early results: a business form company devised a complete business control and accounting system specifically for small radio and tele-

vision shops and its cooperation with the Town Meetings. The firm followed a Town Meeting with a letter to those who had registered in attendance; the letter told technicians, many of whom probably never had kept books or records, about the system and its benefits. Instead of pulling the expected two per cent reply, 18 per cent of the men asked for a salesman to call and one third followed by purchasing the cheap, simple, effective system.

Several manufacturers have reprinted the talks they thought most important and have circulated them nationally. Servicemen's organizations, such as the one in New York, have organized courses of lectures and have pressed manufacturers into service to present papers.

So impressed are they with the educational project to date, the Coordinating Committee has set up a two-way avenue of communication. At each meeting, the technicians are asked to write down and drop in a ballot box—signed or not—their complaints, criticisms and suggestions for manufacturers and distributors. They do so, their "gripes" are circulated to the manufacturers, and the manufacturers are studying the material with unusual interest.

The industry, for the first time, is listening to the advice and suggestions of the man who has to repair its product.

That way lies better television sets, more satisfaction for the public, and more sales for the manufacturer.

That way lies more stability and prosperity for the technician.

And that way probably lies realization of the prediction that the electronic industry will become the number one industrial giant of America within ten years, bringing work and prosperity to uncounted millions.

Grow or Go from Page 27

One of the most effective vehicles for self-development is your management club. Here you have an opportunity to associate with management men on an equal basis, to exchange ideas and to grow. Holding a club office, serving on a committee or carrying out any club function is a valuable aid for self-improvement. It's funny, but the more you give, the more you get yourself.

3. Read . . . Read . . . Read . . .

Read good management books, magazines and other literature. This will take time and effort, but the results will pay dividends. Get books from the Traveling Library, read **MANAGE** magazine and keep abreast of technological changes through trade journals. Cultivate the habit of reading and you'll find that it is a pleasure rather than a chore.

4. Attend conventions, conferences and meetings.

As in the case of your club meetings,

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any event which gives you an opportunity to share ideas with others and work on the mutual solution of a problem tends to promote self-development.

5. Visit other plants.

After all, even if your plant is unusually fine, it doesn't have a corner on all the good ideas.

6. Take part in the club educational program.

Work with others in your club in getting its educational program geared or tailor-made to suit your needs. You have a responsibility in this direction, and if you fail to do your share, it's hardly fair to blame your club officers or your education committee or your club board of control for not being on the ball.

What do you say you check on yourself in this matter of self-development? Are you doing all that you should for yourself? If not, how about doing a little more tomorrow?

"Poor man, he was ruined by untold wealth."

"How?"

"He didn't tell about it in his income tax report."

"How long was your last cook with you?"

"She was never with us; she was against us."

MANAGE March 1949

Fact and Opinion

from Page 25

the greatest nation in the world today—and it is the only reason.

That is the reason why Americans do less work and get more out of it than any other people on earth—and it is the only reason.

The reason that our tool population increased so rapidly is that the reward for saving and investing part of one's income in tools was sufficient to make the thrift and self-denial attractive.

Over a 20 year period, for example, (1920-1940), about 15% of the national product went into new tools.

Then came the inflationary period of the war and, at the same time, an attack on proper payments for the use of the tools.

As the cost of replacing the tools went higher and higher (for example as prices made the \$1,000,000 pre-war plants cost \$2,000,000 to replace), no change was made in the amount that corporations could set aside for replacement purposes.

This meant that more and more of the profit had to be used for replacement and, naturally, less and less profit could be paid out in dividends.

This meant that investment became less and less attractive, even though "profits" were "big" when counted in the inflated cheapened dollar.

We can see the result of this condition by looking at the amount of the national income that was invested in new common stocks in 1947.

National income during that year was over \$200 billion. The investment in new common stocks was \$1.3 billion—the lowest on record.

We have all heard about the \$27.8 billion earned by the corporations in 1947.

What most of us have not heard is that \$11.2 billion was paid in taxes and \$10 billion was kept in the business to make up for increased replacement costs, leaving only \$6.6 billion for dividends to stockholders.

But even the \$10 billion kept in the business was not enough; during this year, 1947, the corporations had to borrow about \$9 billion to cover their needs.

Although no figures are available for

1948, we know of no reason to believe that the situation has improved in any substantial degree.

To make this matter worse, some of the labor unions are attacking the corporations for not paying out a higher percentage of earnings to dividends and not offering new stock issues to the public.

Management is criticized for withholding earnings for sinister purposes.

The accusation specifically is: "Corporations which expand without the addition of new owners (owners of new stock issues) simply further the concentration of corporate wealth. The vast reinvestment of retained profits further aggravates the monopolistic trend which has already gone too far. Giant corporations feeding and growing from their own profit income become even more dominant over the industry in which they operate."

Thus we see business squeezed between political pressure of the above nature and the realities of economic life.

Nowhere in the labor union argument is there any mention of the basic cause which is that tools are wearing out at twice the rate that it is legal to set aside non-taxable reserves.

When it is considered that the people who benefit most from the existence of the tools are the members of the labor unions whose productivity and income would be at the day-laborer level without them, it is surprising that the leaders of union members do not share the corporation worry of: Where are tomorrow's tools coming from?

Unless the labor leaders do their part to help restore normal channels of investment, it is quite likely that corporations will have to resort to government for R. F. C. funds, and when the government gets into business on a permanent basis, both management of industry and leaders of labor unions go out the window.

And it does not seem reasonable to us that anybody in America really wants to see that happen.

Johnny Smith was explaining why he always got up for a lady standing in a bus. Said he:

"Ever since I broke a window when I was a tot, I've had a lot of respect for a woman with a strap in her hand."

All the presidents of C.B.F. Management Club of Columbus Bolt & Forging Company, Columbus, Ohio. (Left to right): Robert Dayo, 1946; Herman Diltz, 1947; Carl Rogers, 1948; and Leland McDaniels 1949 president of the club. The three are holding certificates of appreciation awarded them by President McDaniels at the request of members of the club.—Photo by Robert J. Daragh, vice president and treasurer of the company.



Contributors

from Page 3

fellow club members as newly-elected president of his Company's management club. We felt "What Does A New President Of A Management Club Tell His Men" would be of interest to others in all branches of management.

He was born in Hempfield Township, Westmoreland County, Pennsylvania, January 30, 1891, and followed many occupations in his earlier life ranging from coal mining to his present position.

Mr. Baughman came to Youngwood in 1913, at which time he was associated with the Pennsylvania Railroad and the lumber and supply business; in 1935 he started with Robertshaws in their Machine Shop—from there to receiving clerk and stockroom foreman.

Mr. Baughman has served one term as Burgess and one term as Councilman in Youngwood Borough. He assisted in the organization of the Parents-Teachers Association, and served as president; he also served as president of the Volunteer Fire Department; he is a member of the Lions Club, Booster Club, Board of Trade, and recently the Green Penant Safety Program in Youngwood and County. He has been choir director in the Methodist Church for many years; has directed several minstrel shows for local organizations.

Mr. Baughman is married, father of six children, three girls and three boys. Two sons served in the Navy during World War II—the youngest still in the service. "Jake" wrote, without missing, at least two letters a week to his sons during the War, beginning in 1943 up to the present time.

"Glad to have your ideas in these pages, Mr. Baughman."

Dollars and Sense

from Page 15

make toward the advancement in our country of NAF's Unity Principles.

There is nothing new or novel in my answer to the problem your club has presented. You, as an NAF director know this, but, like myself, you have probably never taken the time or expended the effort to put the answer in words. It has been helpful to me to do this, and I hope my efforts will help you in bringing your club closer to the NAF and answering the thoughtless, but understandable, questions of your club's members. I hope that both you and Harold will be able to come to the March board meeting in Tulsa, and I look forward to seeing you then.

Walter O'Bannon, Jr.
NAF Vice-President.

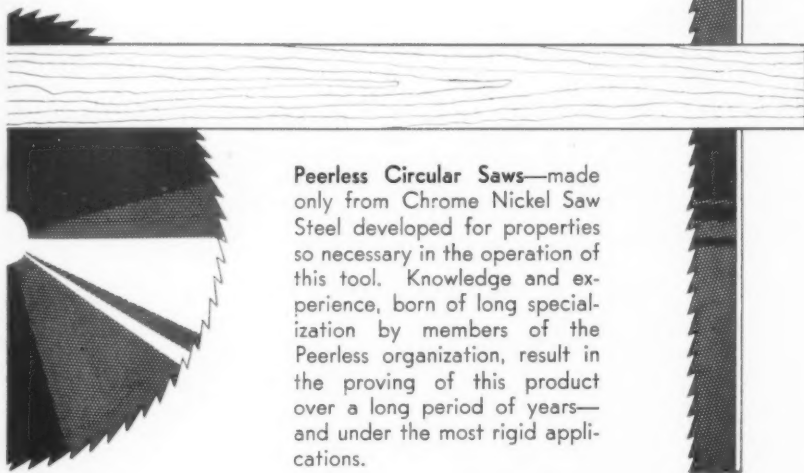
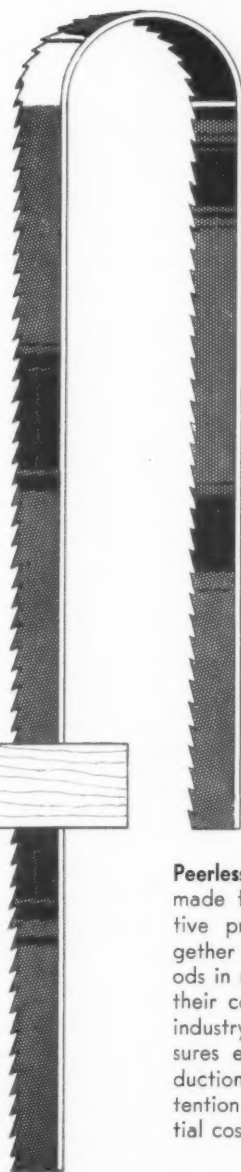
January 4, 1949

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MANAGE March 1949

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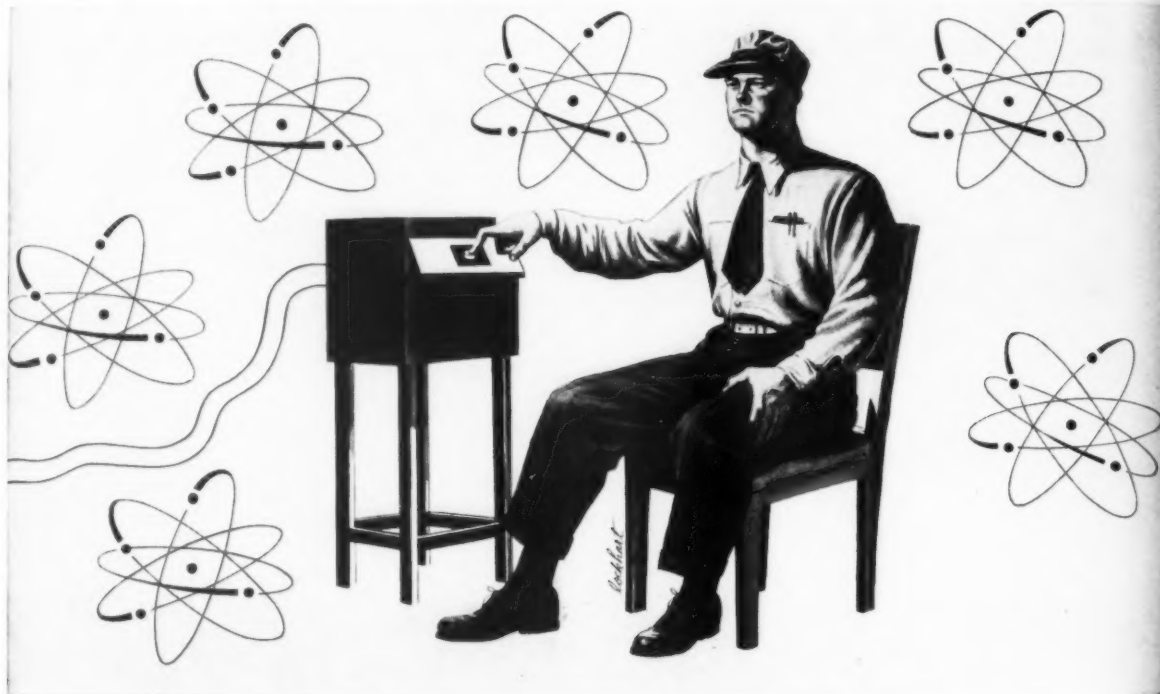
Peerless Circular Saws—made only from Chrome Nickel Saw Steel developed for properties so necessary in the operation of this tool. Knowledge and experience, born of long specialization by members of the Peerless organization, result in the proving of this product over a long period of years—and under the most rigid applications.

Peerless Narrow Band Saws—made from Swedish Steel, native properties of which, together with our advanced methods in manufacturing, make for their continued acceptance by industry. Peerless quality insures efficiency and high production levels with minimum attention and maintenance. Initial cost is low too!

Peerless Saws

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WRITE THE PEERLESS SAW COMPANY
571 South Third Street, Columbus 15, Ohio



What happens to your job—if we get atomic energy to drive our machines?

SUPPOSE, in the next year or two, some of the wizards in the atom-splitting business discover how to put atomic power to work in industry.

Would that be good or bad?

If you're a coal miner or an oil field worker, for instance, it may sound like a pretty grim prospect. If all they need to run a train or an auto is a pinch of uranium, they don't need coal or oil. And, obviously, they don't need *you*.

So what do you do? To save your job, do you buck the development of atomic power?

Well, your common sense tells you that would be silly. What's more, so does American history.

History shows that when we first put the steam engine to work, it threw some people out of a job—temporarily. But it made jobs for many times those people. When the gasoline engine came in, it raised Cain with the blacksmiths. But there are more jobs today in one department of one auto plant than there ever were blacksmith jobs in the whole country.

But that's only part of it. Naturally,

a man can turn out a lot more goods in a day's work with the help of power than he can without it. So, he becomes more valuable and his wages go up—as history shows they have.

Not only that—but over a period of years the goods he makes are produced more cheaply, so prices can go down—as history shows they have. And the result is that all of us can have *more* goods—more cars, more clothes, more food—by working more efficiently for shorter hours.

That's why it's just common sense to welcome any new source of power, any more efficient way of doing things, any laborsaving machinery or better collective bargaining.

That's always been the free, dynamic American system of doing business. The system still has its faults. We still have sharp ups and downs of prices and jobs. But even as our system stands today, it has brought more benefits to more people than any other system yet devised.

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THE BETTER WE LIVE**

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